

# APOCALYPSE NOW!

*Project for the Post-Retail City: Rethinking the Ground Floor*


CCA ARCHITECTURE / THE URBAN WORKS AGENCY

**APOCALYPSE NOW!**
Project for the Post-Retail City: Rethinking the Ground Floor

**Editor**
Donna Mena

**Managing Editors**
Christopher Roach & Christina Cho Yoo

**Research Assistant**
Duy Nguyen

**Cover Illustration**
Maria Ramirez Perez

**Typeface**
Avenir, Times LT Std



Published By: California College of the Arts, Architecture Division, and The Urban Works Agency

For more information about The Urban Works Agency at CCA,
please visit our homepage:
www.urbanworks.cca.edu

**Special Thanks to Our Sponsors:**

TISHMAN SPEYER GIANTS SPUR

CCA ARCHITECTURE / URBAN WORKS AGENCY

# APOCALYPSE NOW!

## Project for the Post-Retail City: Rethinking the Ground Floor

**Christopher Roach & Christina Cho Yoo**

**Researchers**
James Ayling, Elliot Gorman, Donna Mena, Maria Ramirez Perez, Abby Rockwell, Sharan Shiboji, Elmer Wang, Xiao Xiao, Wan Yan & Elida Zavala

**Contributors**
Carrie Denning-Jackson, Benjamin Grant, Glynis Nakahara, Maia Small, Ming Thompson, John Bela & Kristy Wang

# Introduction



---

# Case Studies

# *Projects*



# *Conclusion*



Photo by CCA Urban Works Agency

# *Open For Business!*

## Introduction to the the Apocalypse Now! Studio

**Christopher Roach & Christina Cho Yoo**
Studio Professors

*'When faced with a totally new situation, we tend always to attach ourselves to the objects, to the flavor of the most recent past. We look at the present through a rear-view mirror. We march backwards into the future.' - Marshall McLuhan*

Research is typically backward-looking, or at the very least, it focuses on an object that can be seen just as it passes into our rearview mirror; a phenomenon that casts a shadow from a source that itself can be seen before us as we march backwards into the future. Rarely does the object of research accelerate into the present and even pass beyond that horizon to force the researcher's gaze directly into the blinding light of the present-in-the-making; morphing as it unfolds in real time, negating any premise of objectivity or distanced analysis that typically guides us. Yet this is exactly what came to pass during the course of this advanced research studio in the Spring of 2020 at California College of the Arts, as COVID-19 raged across the globe and accelerated the speed of the Retail Apocalypse to collide with the reality happening before our very eyes: storefronts boarded up and streets abandoned like ghost towns in formerly thriving neighborhood corridors as we stood with mouths agape on Zoom and tried to process it under the surreal experience of teaching a design studio under Shelter-in-Place orders.

This studio, and the research project that it was a part of, sprang from an interest in examining the ground floor of the city as an entire urban entity and object of research in its own right. Following on the heels of a series of urban design studios focused on housing, density, air rights, and generally what planners consider "vertical" development, Christopher Roach became increasingly interested in the collective impact that current forms of fragmented property ownership and development have on the aggregate footprint of the city. This analytical turn toward the horizontal, married with his own empirical observations of the impacts of both contemporary planning and development, as well as the economic, social, and technological changes affecting the city and way people use it, was the genesis of an idea for a new line of research focused on the ground floor itself. This was catalyzed by his own experience of witnessing the perplexing decline of once-thriving neighborhood commercial corridors and the plague of empty storefronts being propagated in new developments in the midst of an urban renaissance, and one of the longest economic expansions in the history of the US.

Christina Cho Yoo had developed a similar interest in the decline of retail through her work. Having worked for years on Apple stores worldwide, she saw an evolution of retail away from merely being a place for the purchasing of commodities. Knowing that people could easily purchase their products online, Apple stores focused on creating an immersive brand experience where people came to learn about the products, other skills, and meet like-minded individuals. Her practice also has a keen interest in new models for building community and hybridizing typologies as a source of innovation. She saw great opportunity in retail's potential to become a new catalyst for neighborhood activation; like distributed community centers in an increasingly work-from-home paradigm shift where people need amenities within a 15-minute walk from home. Additionally, her work on several pop-up projects had piqued her interest in the potential for flexible architecture as a means for a renewed dynamism to our spaces and an environmentally-conscious solution to a rapidly-changing world. The studio was rife with opportunities that aligned with existing research initiatives in her own practice, but she was also energized by the chance to connect students with industry professionals & policymakers to develop creative solutions to effect real change on such a pressing issue in our cities today.

These shared interests converged in the summer of 2019, when we teamed up to develop an advanced urban design studio to be taught at CCA in the following spring. The fall of 2019 was spent working together with our fantastic Urban Works Agency Research Assistant Donna Mena, who assisted us with gathering the background research on a pool of potential case studies, collecting data and articles on the "Retail Apocalypse," and developing our graphic and

urban analysis standards for the studio. The focus of the research and pedagogical framework for the studio evolved through a series of meetings and conversations among the three of us, as well as the invaluable input and observations of a number of colleagues at CCA, SPUR, SF Planning, and other thought partners from across the spectrum of urban professionals.

Our intent was to develop an issues-based line of inquiry that would guide students through research and analysis to develop expertise in the subject matter, process it through rigorous methods of representation, and develop a thesis that could be tested through design experiments on a series of urban sites in San Francisco. The sites were selected to include several large new master-planned developments as well as existing commercial centers and neighborhood corridors to maximize opportunities for both new design or retrofit strategies, and to engage developers, retail experts, government officials, and other players in this space. These external partners would become critical participants in the studio, providing feedback and giving the students a crash course in retail, planning, development, politics, public space, property, and developing the foundational knowledge of urban issues for their design research.

The crux of this engagement would become the Post-Retail City Workshop that we organized in conjunction with SPUR, an event that would occur in the fourth week of the studio and would bring students together with urban professionals working in this research space to respond to the studio's case studies and analysis of the project sites, and to brainstorm ideas and experiments that could be applied through the design process to rethink the ground floor of the city. The dual intent of this workshop would be to both inform and enrich the students' subsequent work but also to catalyze conversations among city officials and professionals that could influence real-world outcomes.

In order to balance this engagement with professionals, experts, and real-world situations, weekly readings, case study analyses, and discussions would give us a background understanding of the intellectual context that we were working within and would help the studio develop a theoretical framework for applied design research. The intent would be to produce work that was both academically ambitious and formally experimental, but would also bring the gravitas of engagement with current issues and real places in order to make the work relevant and influence the discourse around rethinking the ground floor as the crisis unfolded around us.

At the last minute, we decided to name the studio "Apocalypse Now!" as a punchy way to grab attention to generate architectural discourse on a subject that we felt had been somewhat of a blind spot. Little did we know that an apocalypse of sorts would actually come to pass...




**Studio Abstract**

This advanced urban studio investigated the "Retail Apocalypse" as both an opportunity to rethink current models of commercial environments and their relationship to the public sphere, as well as an alibi to question contemporary preconceptions in urban planning and real estate that have shaped the footprint of the modern city. Even before the COVID-19 pandemic, bricks-and-mortar retail faced an existential crisis precipitated by the explosive growth of Amazon and other direct-to-consumer retail, calling into question retail's global presence in the urban fabric as it undergoes a drastic transformation away from a place simply for the purchase of commodities. Simultaneously, as shopping has become disembodied from the city, the city itself is increasingly mediated by mobile technology and its surfaces appropriated by augmented reality, and this creates an opportunity to investigate the place and spaces of commerce in the urban fabric. By focusing instead on the commercial corridor as a site for the production and support of public life, this studio attempted to answer the question: what do we want the ground floor of our city to be?

Our responses emerged from an investigation of global retail complexes, analyzed through the lenses of property, governance, finance, infrastructure, technology and physical form. Through this research phase, we investigated how these salient retail entities or commercial complexes integrate with the flows of people, vehicles, goods, resources, and capital. How do they respond to the specific ways people and communities can be engaged in a particular location or culture? What were the catalytic historical events or practical

needs that spurred such retail centers? How is the inherent tension between the market and the commons expressed through the spatial management of public and private?

We investigated these market environments through the disciplinary tools of architecture and urban design, specifically their abstraction through both conventional and novel forms of representation. We adopted a critical stance toward representation, and considered the inherent biases, limitations, and forms of agency of various representational types, graphic conventions, and methodologies. This discerning approach informed the selection of a few highly specific and intentional drawing types which were instrumentalized as analytical tools and yielded a set of formulas that became the raw material for a synthetic and recombinatory process through which new design models were produced.

In the end, a series of formal architectural solutions emerged from the application of these design models to both the urban and building scales. Ultimately, the studio focused on producing a "project for the city" by applying and adapting these models to the conditions of a selection of large development sites in San Francisco. A critical mapping of these sites' conditions of ownership, governance, circulation, spatial organization, and topographies fueled the application of these design models and the production of radical new formal proposals for the city. Through this process, we developed a counterproposal for the organization and management of land, flow of goods and people, construction of spatial types and systems, and the emergence of novel architectural mashups that project an alternative future for the "post-retail city" onto the foreground of the existing fabric.

**5 Lenses Of Analysis**

This studio was at its core issues-based; we used design research to investigate a series of issues, develop a thesis around how architects have agency in engaging with them, and construct a visual argument or proposal for how architecture can address them. We focused our inquiry into retail and its relationship to the ground floor of the city by developing research into issues that fall into what we called our 5 lenses of analysis:

**Ownership/Capital** - The city is fundamentally a territory of land, and thus the concept of property and regimes of ownership are necessarily at the heart of any uban problematic. Specifically, commercial space (which is mostly privately held) must be understood both in juxtaposition with public space (the "commons"), and in terms of its particular geographies and mechanisms of ownership and control. For example, the fragmentation of property typical of most neighborhood commercial corridors presents both opportunities

for diversity and fine-grained fabric to produce vibrant pedestrian experiences, but also challenges for the coordinated production and programming of commercial space necessary for retail to endure in the current climate.  As well, the various structures of ownership (fee simple, condominium, leasehold, etc.) and financial control of property (lease structures, bank financing, taxation, capital markets) play an invisible but significant role in determining what uses and spaces occupy the ground floor of the city.

**Governance/Programming** - The market alone doesn't determine what our cities are; land use decisions are equally controlled by regulation by the public trust.  This can occur at any level of government, but generally is entrusted to the city or municipal level, in the forms of zoning or other ordinances, but also through taxation, statutory law, and even civil rights legislation.  Zoning and municipal ordinances regulate commercial space through both punitive and incentive strategies, which operate at multiple scales (city wide, districts, corridors, streets, and individual properties). However, property is also regulated in the private realm through deed restrictions, covenants, design controls, homeowners' associations (HOAs), and other legal mechanisms tied to property ownership.  In between the public and private realms are entities such as Business Improvement Districts (BIDs), Community Benefits Districts (CBDs), Green Benefits Districts (GBDs), Merchants' Associations, and other "District Managers" or organizations that are quasi-governmental entities that exist at a scale between property and the city.  All of these have the ability to influence or control what programs are offered and what uses or activities are allowed in the ground floor of our city, and are important in both channeling market forces as well as providing a counterbalance between the "local" and the "global."

**Access/Infrastructure** - The value of property, and specifically the success of commercial space, are directly dependent on the infrastructures of the public realm, both in terms of providing the physical infrastructure of streets, sidewalks, transit lines, utilities, lighting and other physical systems, but also on the social infrastructure of individuals, groups, and social or commercial organizations to provide the activity, energy, and flow of goods & services, but also the regimes of control, safety & security, norms, values, and web of interactions that regulate activity in both public and private space.  Both the street and the store are locked in an interdependent relationship with the shoppers, pedestrians, resident communities, tourists, entertainers, delivery drivers, police, meter maids, cleaning crews, and other people who are the lifeblood of this living system, as well as with the flows of material, traffic, and money that support and enable all this activity.  Thus, the street can be seen as the "space of flows," providing physical access through and to these spaces and allowing the system to operate, as well as

providing market access to consumers, goods, and services. However, access should also be understood through an equity framework, in the sense of Henri Lefebvre's "Right to the City." Through this lens, the ground floor of the city can be seen as a contested territory, with many constituents and stakeholders with interest in determining not only what programs and activities are allowed or provided, but who is allowed to participate.

**Form/Surface** - What is the form of shopping? The basic atom of retail has been traditionally understood as the individual shop or boutique, a space that is configured functionally by programs (storage & organization of inventory, display of merchandise, point of sale), but also a totalizing environment shaped to produce spectacle, voyeurism, and desire. How is the evolution of shopping changing or transforming this basic formula, and how as architects do we shape spaces or provide the flexibility to respond to these changes? How can the physical conditions we build into the ground floor (height, depth, access, threshold, envelope, circulation) provide a broader and more diverse habitat of ground floor uses? Beyond the scale of the individual shop, retail space occupies a broad range of aggregations in the urban environment, from traditional rows of fine-grained storefronts, to large purpose-built urban malls and commercial complexes, to entire layers of generic storefronts cut across the ground floor of vertical developments, deposited like an alluvial layer in the strata of the city. Taken together with the streets, open spaces, and infrastructures of the public realm, these complexes can be understood as urban ecologies, and thus can be analyzed and diagrammed so that we can understand their structure and performative qualities. In this way we can begin to investigate such as the physical constraints to the ground floor that prevent or facilitate other types of programs; flexibility, or creating a continuum of the streets and sidewalk with the interior. How can architecture act as a surface for navigating the city or a medium for branding or superimposing virtual worlds over our reality?

**Media/Technology** - Markets are some of the oldest mediated environments, where visual cues are incredibly important to communicate location, product, inventory, quality, value, use, and the method or terms of exchange. Retail environments are always on the leading edge of adopting new media and technologies to connect customers to products and services, and their very survival depends on a nimbleness and highly adaptive nature. Now that the media platforms that were until recently used to help shoppers navigate, discover, share, and compare the goods or services they were seeking have almost fully absorbed retail themselves, what is the role of the physical environment? How do emergent technologies such as augmented reality, voice-driven shopping, autonomous cars, and the Internet of Things alter physical retail spaces and the

city? As well, how does technology support new cultural paradigms that are reshaping both our relationship to things, as well as to each other, such as the sharing economy, coworking, pop ups, and instant communities?

**COVID-19**
This urban design studio was conceived and initiated in a Pre-COVID-19 world, when the supposed "crisis" called the Retail Apocalypse was already tangible, but still complex, uneven, contestable, and slow-moving. We certainly could not have foreseen the world we now live in, where that crisis has become immediate, acute, and will fundamentally alter our cities in ways that we are barely beginning to acknowledge. Nonetheless, the conclusions that we began to draw from our research and collaborations with our students and external partnerships quickly became more clear, poignant, and critical to understanding how we can begin to conceive of the very different city that will emerge Post-COVID-19. The following principles that have emerged from our studio coalesced into a provisional manifesto that has allowed us to re-frame our work as we turn to face this new world, and may help guide us as we begin to forge new alliances and turn our collective intelligence toward the project of re-opening our cities.

**Manifesto**
1) Property: Social infrastructure is fundamental to the resilience of our cities and communities.

The businesses and organizations that make up the social infrastructure of our cities (cafes, restaurants, bookstores, laundromats, childcare, arts spaces, libraries, etc.) provide a public good that often exceeds their pure market value. While they also provide an intangible value to owners or developers who can sometimes subsidize them to increase the profitability of their properties, this is increasingly difficult due to fluctuating market conditions, or as we are witnessing during the COVID-19 pandemic, increasingly fragile due to the vulnerability of these very organizations. Our conclusion is that we cannot leave the design & programming of the ground floor of our cities to the market alone, and should consider this social infrastructure as part of the public domain, and how it should be subsidized, supported through regulation, and incentivized through tax policy just as we do so for other public goods like affordable housing. This shift in thinking may necessitate a fundamental reconsideration of our conceptions of property and ownership, where the boundary between the commercial and the commons becomes increasingly complex, fluid, and blurry.

2) Governance: Smaller-scale governance entities possess untapped potential to support social infrastructure.

Quasi-governmental entities that operate in between the public and private realms such as Business Improvement Districts (BIDs), Community Benefits Districts (CBDs), Green Benefits Districts (GBDs), Community Development Corporations (CDCs), Merchants' Associations, and other "District Managers" exist at a scale between individual property owners and the municipality, are nimble and have the ability to influence or control what programs are offered and what uses or activities are allowed in the ground floor of our city, and are important in both channeling market forces as well as providing a counterbalance between the "local" and the "global." We believe that empowering these district managers to provide governance, curation, and a nimble, experimental environment will foster innovation can be incubated and deployed throughout the city. Cities should examine the possible establishment of a series of Community Innovation Districts (CID's) where zoning and other policies could be relaxed to empower existing or new CBDs/BIDs/GBDs/CDCs to work with developers, property owners, residents, and community groups to experiment with alternative arrangements of retail, commercial, and public space within a proscribed area and for a set period of time, with the intent of producing innovative models that could be codified into city policy.

3) Programming: Public policy must relax constraints & allow for experimentation in new retail & ground-floor programming models.

Globally, there is a high degree of experimentation in alternative retail formats, ground floor activation, and models for incubation and curation of rich environments with hybrid mixtures of commercial and common space, but locally, regulations, insurance policies, and lending all lag woefully behind, and unnecessarily constrain innovation. We desperately need to develop rapid, highly-responsive, and nimble methods for tinkering with public policy. The COVID-19 pandemic offers a unique opportunity for this kind of experimentation, where the widespread relaxation of codes and regulations that have allowed the highly experimental appropriations of spaces for emergency facilities such as hospitals and other first-responder centers , or the opportunistic reformatting of food & beverage or other retail stores in a desperate attempt to stay open for business and provide critical goods and services could be extended beyond this immediate crisis to address the slow-moving crisis that preceded it. In the aftermath of this crisis, as we attempt to reboot our cities, we will need to deploy many of the same strategies gleaned from these crisis-driven experiments in policy, programming, and financing tactically and at small, localized scales so that we can create rapid feedback loops to develop best practices that can be scaled to address the longer-term structural problems that instigated the retail apocalypse.

4) Space: The design of the ground floor must evolve to meet the changing needs of an increasingly fluid and volatile market.

The architecture of the street can no longer default to static and generic typologies, but must accommodate the increasingly common rapid fluctuations in consumer habits, social practices, and market conditions driven by boom / bust economic cycles, global pandemics, & climate change. The innovations in retail and hybrid uses that are being experimented with during this crisis must find their analogue in the physical configuration of the spatial infrastructure that supports them, with emphasis on flexibility, hybridity, and rapid-responsiveness. The storefront itself needs to be recovered from the banality of the generic and undifferentiated wall of glass that is so typically an afterthought of contemporary development and made more porous, more operable, and more varied in depth and width to respond to the fluctuating and fuzzy boundary between public space and commercial space. Behind it we must provide a wider variety of more flexible spatial typologies that can accommodate a broader range of uses like PDR / maker space, hybrid production / consumption spaces, arts & culture centers, temporary pop-ups, micro- and nano-retail, co-tenancy, night markets, and even live / work or residential. These typologies range from the tall ceilings and long span mass timber structures of Sidewalk Lab's "Stoa" concept, to layered or arcaded storefronts, "market hall" models with shared tenancy, and aggregated micro-retail supported by shared infrastructure. Post-pandemic best practices will further necessitate more open and flexible storefronts to promote social distancing and increase air circulation, as well as more open or multiple entries to avoid bottlenecks.

5) Surface: The interior of the ground floor, the street, and the public realm must be designed as a continuum of social and physical infrastructure.

The ground itself should be designed as a continuous surface that unites inside and outside and acknowledges and manages the gradient of ownership and uses from public to private. The boundary between the space of commerce and the commons is fluid, in constant fluctuation, and the surface upon which these sometimes contradictory and sometimes complementary domains operate must also be designed to be responsive and support multiple and changing uses and activities. The design of the ground must overcome the binaires of inside/outside, street/sidewalk, public/private and rather incorporate more subtle and flexible boundary elements, utility infrastructures, surface treatments, and height variations to manage the flows of vehicles, people, & goods, and support both fixed and changing uses over multiple timescales. This includes considerations of access and accessibility, as well as rethinking transportation for

both people and delivery logistics. In a Post-COVID-19 world, the well-managed return to the streets as we lift Shelter in Place will demand both indoor and outdoor spaces that are more open, with fewer bottlenecks and better circulation to promote social distancing and reduce airborne transmission. The markers of safe social distance and managed foot traffic flow that have already been taped out on the ground will become permanent features of a redesigned surface that must respond to the fluctuations of social norms in public life that are changing before our very eyes. We must prepare for social relations to be under constant flux in a world increasingly vulnerable to global health emergencies, extreme economic cycles, and seasonal environmental crises driven by climate change, as well as the social unrest precipitated by these events and deep structural inequalities of our society.




Photo by CCA Urban Works Agency



## *Ownership / Capital*

The concept of property and regimes of ownership are necessarily at the heart of any uban problematic.

Commercial space must be understood both in juxtaposition with public space, and in terms of its particular geographies and mechanisms of ownership and control.



## *Governance / Programming*

Zoning and municipal ordinances regulate commercial space, but property is also regulated through legal mechanisms tied to property ownership.

In between the public and private realms are entities such as Business Improvement Districts (BIDs) and other organizations that exist at a scale between property and the city.



## *Access / Infrastructure*

Commercial space is directly dependent on the infrastructures of the public realm, both in terms of providing physical infrastructure, but also social infrastructure.

The street can be seen as the “space of flows,” providing physical access through and to ground floor spaces, as well as providing market access to consumers, goods, and services.



## *Form / Surface*

The basic atom of retail is the individual shop or boutique, a functional space that is also a totalizing environment shaped to produce spectacle, voyeurism, and desire.

The evolution of shopping is transforming this basic formula, and architects must shape these spaces or provide the flexibility to respond.




## *Media / Technology*

Retail environments are always on the leading edge of adopting new media and technologies to connect customers to products and services

Media platforms that were, until recently, used to help shoppers discover, share, and compare have almost fully absorbed retail itself, calling into question the role of the physical environment.




Photo by CCA Urban Works Agency

# *SPUR: Workshop*

## Re-Thinking the Ground Floor

Planners have long assumed that ground-floor retail is critical to an active and healthy street life. But what happens when we are faced with an evolution in retail shopping that results in a decline in traditional retail stores? What the city needs today is to encourage a high-energy experimentation with alternative proposals for addressing retail and ground floor commercial space in the city, and yet our definition of "active ground floor uses" is too proscriptive. Punitive measures currently proposed only further discourage divergence from standard models.

On February 20, 2020, we convened a cross-section of urban actors and thinkers to investigate these very questions and further interrogate the future of ground floor commercial space after the so-called "Retail Apocalypse." Co-hosted with SPUR and CCA in conjunction with the *Apocalypse Now* studio, we invited 28 urban experts to examine the implications of retail's collapse on the development of ground floor space in five key sites in San Francisco and asked them to take this as an opportunity to critique long-held assumptions and to speculate on alternative futures for a "post-retail street" that could catalyze a radical rethinking of what the ground floor of the city could be.

A diverse cross section of over 50 participants joined with our students in this interactive workshop held in SPUR's own ground-floor storefront gallery space, looking out onto Mission Street as they pondered the future of the ground floor. After an initial round of brief introductions and *pecha kucha* style presentations from our five workshop moderators, participants were introduced to a series of case studies showcasing international examples of rich



Photo by CCA Urban Works Agency

commercial environments, and then broke into working groups that focused on the specific conditions and potential solutions for the five project sites in San Francisco. Discussion and development of experimental propositions were facilitated by an interactive game developed in collaboration with Janette Kim, which structured questions and discussions according to the 5 Lenses that guided our studio research: Ownership/Capital, Governance/Programming, Media/Technology, Access/Infrastructure, and Form/Surface. After a lively hour of discussion and debate, the moderators from each breakout group shared their speculations with the audience and fielded questions and comments in a final conclusion to the workshop.

The workshop was intended to have both pedagogical and practical outcomes. Pedagogically, we wanted to provide our students with direct feedback on their research and analysis of the five project sites and case studies developed in the first four weeks of the studio and to allow them to interact directly with the experts and stakeholders in these developments in order to deepen their knowledge and draw intelligent conclusions that would inform their studio design projects moving forward. Practically, our intent was to initiate a discussion around potential policies that could be promoted by SPUR and other collaborators, such as the possible establishment of a series of Commercial Innovation Districts (CID's); a new district-scaled governance entity where developers, property owners, or community groups / CBDs / BIDs would be empowered to experiment with alternative arrangements of retail, commercial, and public space within a prescribed area and for a set period of time, with the intent of producing innovative models that could be codified into citywide policy.




Photo by CCA Urban Works Agency

# *Hosts*

**Christopher Roach**
Studio VARA / CCA

**Christina Cho Yoo**
Atelier Cho Thompson / CCA

# *Moderators*

**Benjamin Grant**
SPUR

**Andrew Robinson**
East Cut CBD

**Gerry Tierney**
Perkins & Will

**Molly Turner**
Haas School / Technopolis

**Lisa Zahner**
Urban Group

# *Participants*

**James Andrus**
Andrus Group

**Stonly Baptiste**
Urban US

**Laura Sagues Barr**
CBRE

**Michael Berne**
MJB Consulting

**Amy Cohen**
OEWD

**Lori Coleman**
Madison Marquette

**Stephen Engblom**
AECOM

**Karin Flood**
Union Square BID

**Kevin Griffith**
Wilson Meany

**Ryan Jackson**
SoMa West CBD

**Paul Jamtgaard**
Jamtgaardesign

**Vas Kiniris**
SF Council District of
Merchant Associations

**Glynis Nakahara**
Japantown Task Force

**Shelia Nickolopoulos**
SF Planning

**Lisa Pagan**
OEWD

**Iowayna Pena**
OEWD

**Maia Small**
SF Planning

**Julie Taylor**
Colliers

**Heather Tazalla**
Tishman Speyer

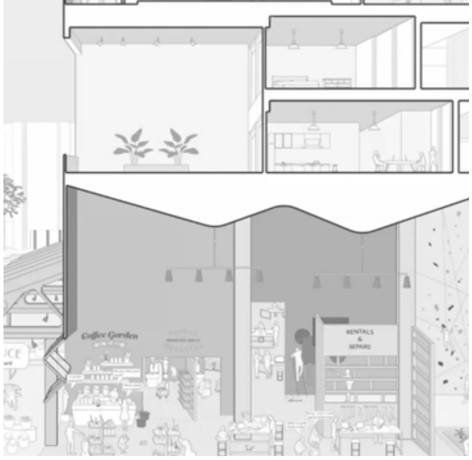
**Lou Vasquez**
BUILD

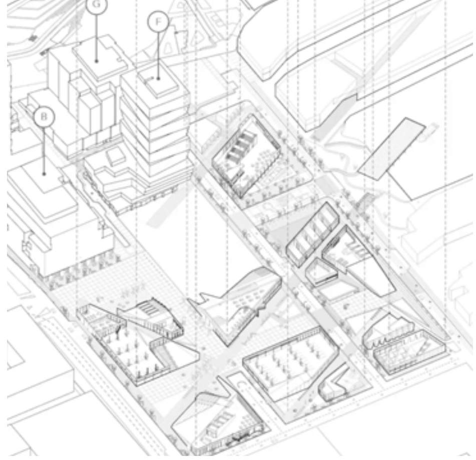
**Fran Weld**
SF Giants / Mission Rock

**Jeff White**
OCII

**Joan Woods**
Madison Marquette



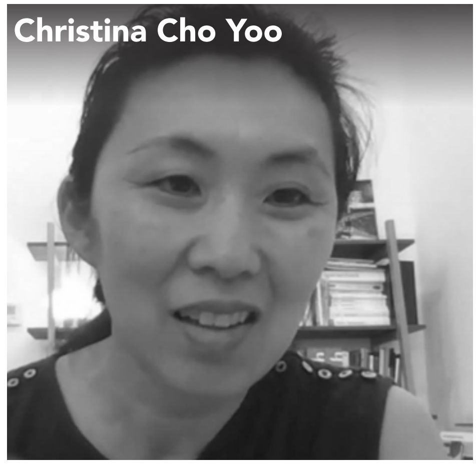









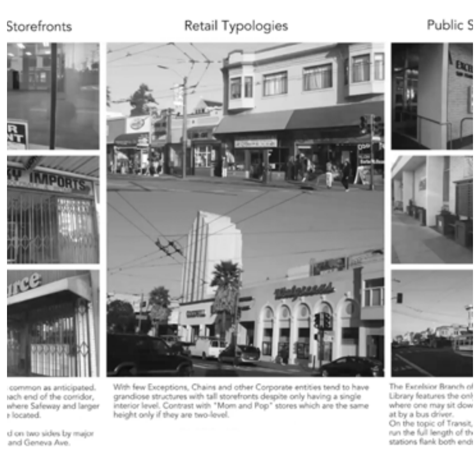














Photos courtesy of SPUR






# *SPUR: Webinar*

## Examining the Post-Retail City

Even before the COVID-19 pandemic struck, the fate of retail and "main street" activity in our cities was unclear due to the rise of e-commerce, the cost of labor and other trends. As our studio wrapped up in early May, the devastating effects on our cities and our economy was becoming alarmingly real, with formerly vibrant commercial corridors boarded up and streets completely empty of any life under the strict limitations of Shelter-In-Place ordinances. As the issues our studio were examining became increasingly poignant and the call to action became more urgent, we began collaborating with SPUR to continue some of the conversations with participants from the February workshop, resulting in a series of follow-on events and forums in the ensuing months.

One of these events was an online webinar hosted by SPUR as part of their regular lunchtime forums, where we presented some of the work from the studio to a small panel of experts and stakeholders to elicit their responses and catalyze a conversation around what role BIDs / CBDs / CBOs and other district managers could take in the immediate term as we consider the future of neighborhood public life in cities post-COVID-19. Seth Boor of Boor Projects, Vas Kiniris of the Fillmore Merchants Association, and Pierre Lagarde of The East Cut CBD joined us for a lively and wide-ranging discussion moderated by Kristy Wang of SPUR.

Our work with SPUR culminated in a policy brief called *Keeping the Doors Open: Immediate Recommendations for Assisting Ground Floor Businesses in Reopening*. These recommendations were sent to San Francisco Mayor London Breed, the Board of Supervisors, the SF Planning Department, other city officials and planning departments, and beyond.



# CASE STUDIES

*We hoped to reveal unique or novel forms of public life, and identify whether a new conception of "the commons" can exist...*

# *Introduction to Case Studies*

During the first few weeks of the semester, the studio investigated a series of global examples of commercial retail complexes that brought a broader perspective to our local conditions, exhibiting unique tactics and strategies for rethinking the ground floor of the city.

These case studies were selected to represent a broad spectrum of formal, organizational, financial, cultural, and programmatic strategies from mostly non-western regions of the world, both to provide a wider variety and identify potential innovation, but also to defamiliarize own terrain and offer a critique of our Euro-centric preconceptions and biases of what the formula for successful placemaking and shopping environments can be.  In particular, we have attempted to gather representative samples of the differences in scale, shape, and organizational structures, degree of enclosure, and reliance on legibility/formality in order to begin to visualize how the underlying structures of these complexes are spatialized.

However, our focus on the spatial and formal dimensions of these case studies was only an entry point into understanding their hardware, and we were equally as interested in their software (regimes of land use and property ownership, financial resources, technological systems, and programmatic content), as well as their orgware (governance mechanisms, cultural constructs, and public-private collaboration).  In particular, we were interested in how these complex organizations of land, materials, space, energy, and people create rich and highly diverse ecosystems not only for commercial activities, but for public gathering and social interaction.  Through our analysis, we hoped to reveal unique or novel forms of public

*...and perhaps even thrive in these diverse and idiosyncratic environments.*

life, and identify whether a new conception of "the commons" can exist and perhaps even thrive in these diverse and idiosyncratic environments.

Thus, what unifies these examples is that they each represent the potential for the emergence of alternative forms of relationships between the realms of commerce and the commons, and thus we propose that they be understood typologically as "Comm-plexes": highly complex organizations of the commercial and the commons, juxtaposed in agonistic tension with each other, yet bound by an interdependence centered on human activity.

The intent of these case studies was triple; first, to immerse the studio in research related to the state of global retail and to understand how the current crisis is playing out in both San Francisco and specific places across the globe; second, to use the analytical techniques of design research to develop a deep understanding of these Comm-plexes, and translate that understanding into drawings, diagrams, and texts that could allow them to be visualized and understood; and finally, to extract from these case studies the raw material for a design project.

The analysis of these case studies also served as a primer on the Five Lenses that organized the research throughout the studio. By analyzing, cataloguing, and articulating the formal, spatial, organizational, and operational strategies in these case studies according to the Five Lenses, the students extracted their "DNA" to create a shared set of tools for the studio to deploy in the design projects that constituted the core focus of the semester.

# Introduction

Donna Mena



# *Orchard Road*

## Singapore, Singapore

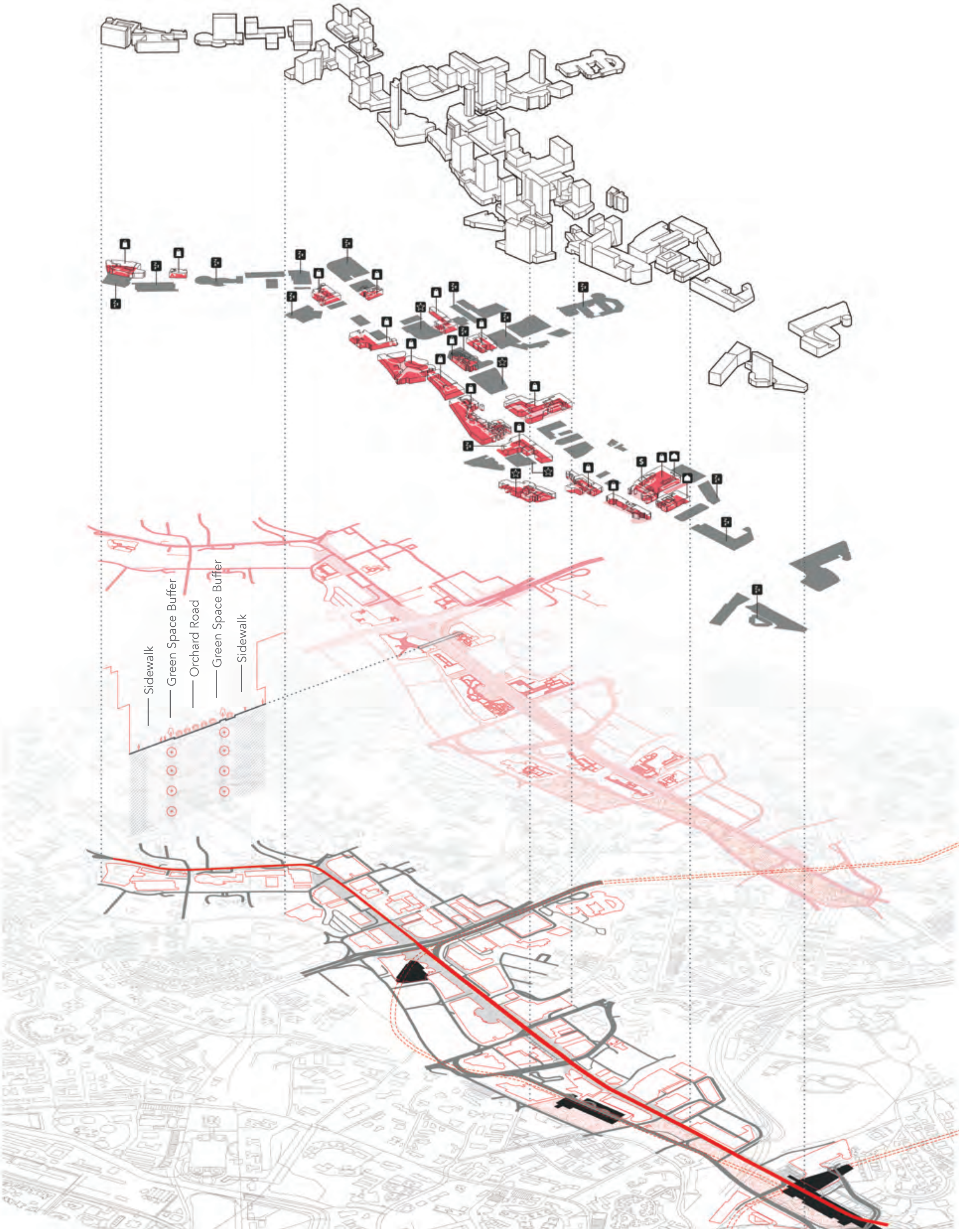
Orchard Road is an upscale shopping district located in the Central Area of Singapore. Situated in the middle of Orchard Road, it is the main shopping district along the Orchard and Somerset MRT stations. Its most prominent and defining feature is the 2.2-kilometer-long road that runs east to west, segregating malls, theaters, residences, offices, banks, and restaurants into north and south zones.

While the majority of the buildings are owned by local and international corporations, activities occurring along the sidewalks and in public spaces are overseen by the Orchard Road Business Organization (ORBA). ORBA memberships are open to Orchard Road stakeholders, as well as non-stakeholders who have an affiliation to lifestyle businesses along the road.

Plans for a revitalized Orchard Road have been proposed by the Singapore Tourism Board (STB), Urban Redevelopment Authority (URA) and National Parks Board (NParks), in hopes of creating a more vibrant and pedestrian-friendly community. Starting in April 2019, ORBA will begin a one-year initiative to generate more experiential activities and events along the district. Future developments include additional mix-use buildings, an increase of public spaces, and several car-free zones along Orchard Road.

**Five Lenses**

Donna Mena



# *Five Lenses*

Building Mass Outline

## *Media / Technology*

The ORBA Privilege Card provides employees of the Orchard Road Business Association the opportunity to shop, dine, and play using their rewards card. This card also provides perks to the user, incentivizing employees to both work and consume in the shopping district.

First Floor Height

First Floor Mall Outline

First Floor Non-Mall Outline

## *Ownership / Capital*

Orchard Road is owned by a number of corporate and international investors. C.K Tang is the oldest owner after he opened Cold Storage Supermarket in the 1950s. Currently, Orchard Road is operated by corporate owners throughout the world.

## *Governance / Programming*

Orchard Road Business Association (ORBA) is responsible for leading the management and day to day activities of the street. Formed as a collective of individuals who own property or work on Orchard Road, the association is geared towards maintaining the quality and integrity of the road.

Green Space

Roads and Sidewalks

First Floor Mall Outline

## *Form / Surface*

Wide sidewalks can be found on either side of Orchard Road. South- East of the road, skate parks and open green space can be found filled with visitors taking a break from shopping. The interconnectedness of the street allows for pedestrian-friendly accessibility, but it is still mostly vehicle oriented.

Metro Stops

Roads and Sidewalks

Orchard Road

Metro Path

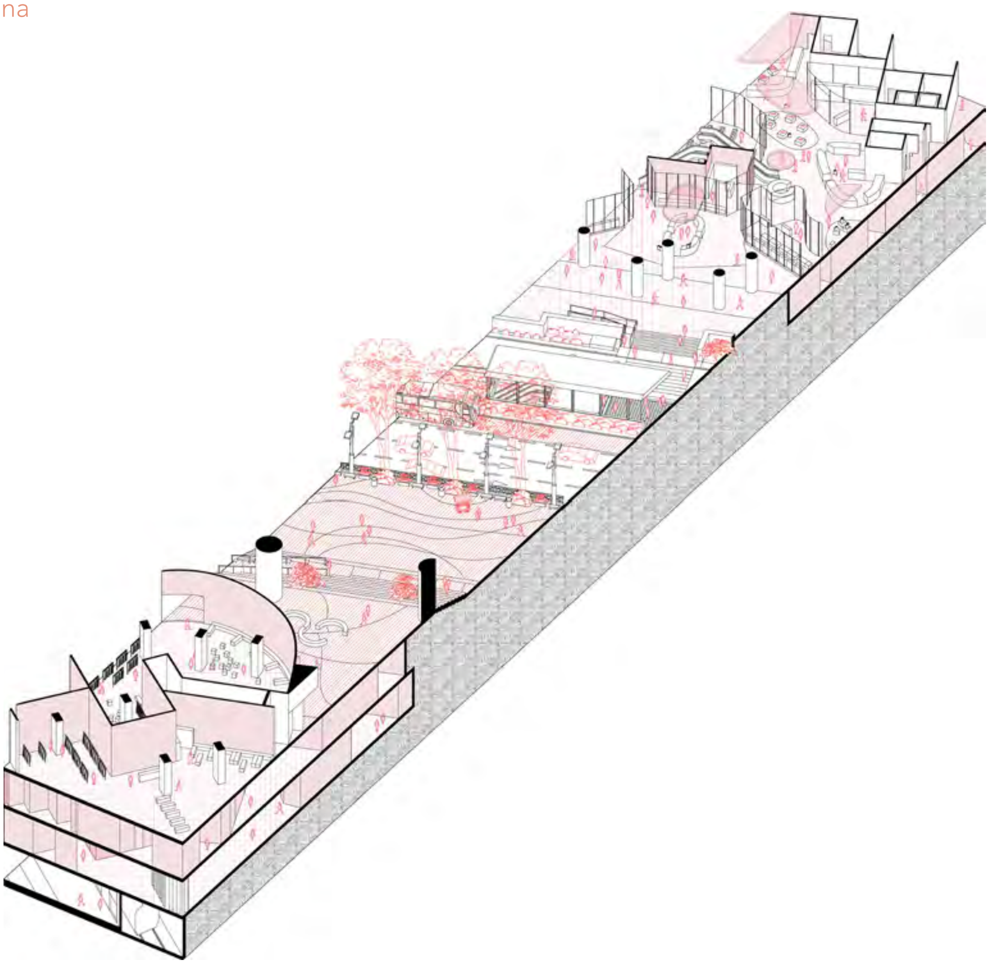
All Building Outline

## *Access / Infrastructure*

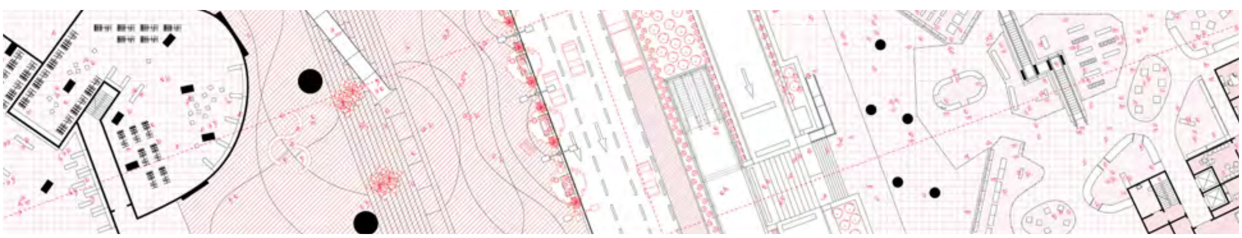
Orchard Road operates as a "spine" that moves east to west. It bisects a series of smaller streets, which connect the district to the rest of the city. Subway lines were added in the 1980s when the district began to attract more visitors, which has now become one of the major modes of transportation for the neighborhood.

## Axo, Floorplan, Section

Donna Mena



Orchard Road - Axonometric



Orchard Road - Floorplan



Orchard Road - Section



**1** Food Carts



**2** The Ground Floor




**3** Metro Entrance



**4** Wide Sidewalks



**5** Orchard Road Architecture



**6** Installations

---

## *Section Axonometric*

The shopping district operates along one central street. This corridor defines the organization, circulation, and programmatic distribution of Orchard Road, but it also separates it's into two zones; one to the north and the other to the south. The axonometric demonstrates the various components of the ground floor including the street, sidewalk, and retail layouts.

## *Floorplan*

The floorplan demonstrates different approaches to retail layouts. This study shows how stores can create various circulation paths depending on square footage and experiential intent.

## *Section*

The section demonstrates an excessive amount of retail space devoted to ION Mall on the south portion of the road. Research shows a decrease in visitors to the malls located on Orchard Road and an increase in patrons to the smaller shops located off the main street. Devoting the ground floor to one typology creates a monotonous experience, one that is repetitive and boring.

## Introduction

James Ayling



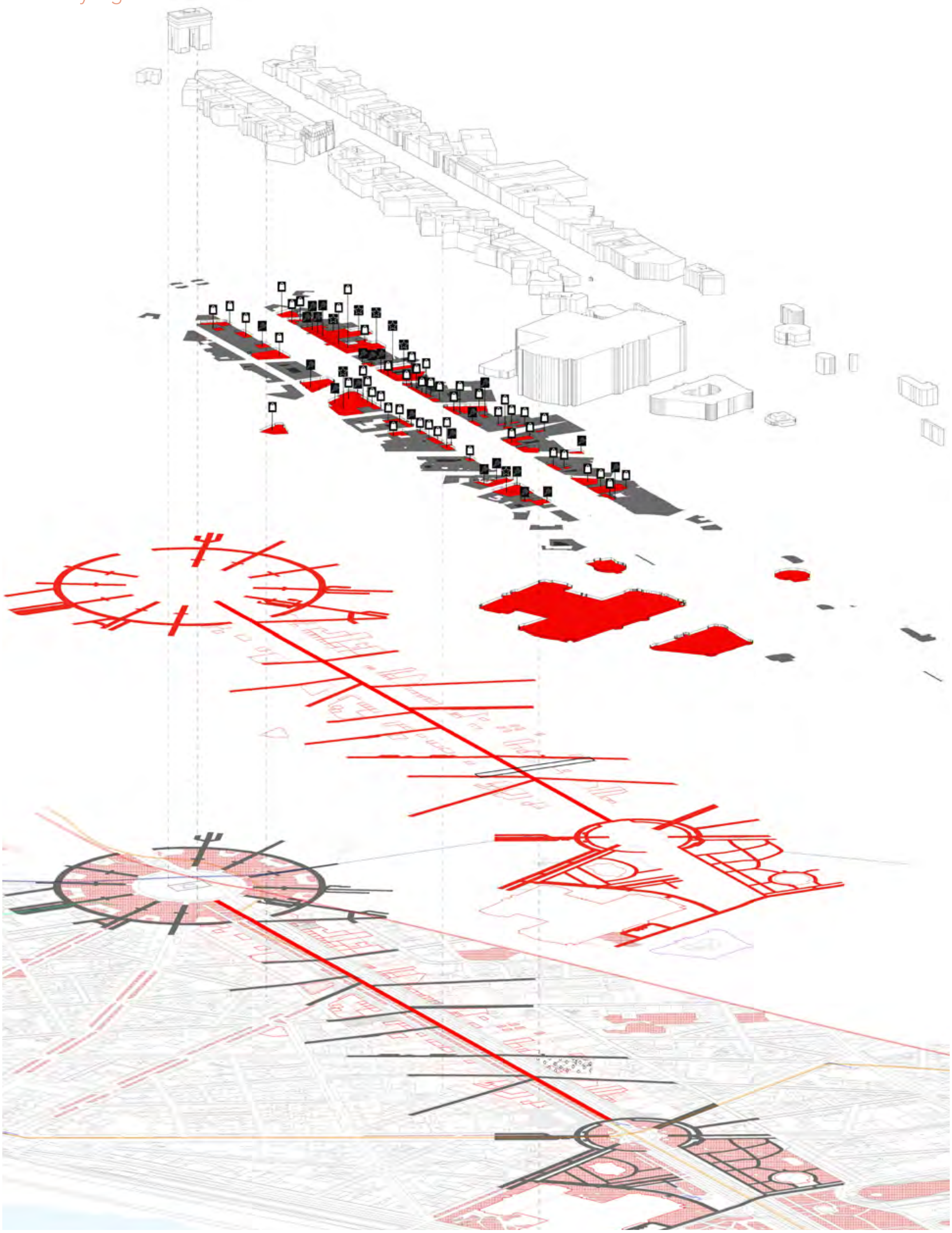
# *Champs-Élysées*

**Paris, France**

The Champs-Élysées is a stretch of road that spans 1.19 miles, from the Place de la Concorde to the Place Charles de Gaulle. It is the fourth most expensive strip of property in the world, with rent at about $1,478 U.S dollars per square foot. In the 1800s the land was comprised mostly of gardens and swamp lands. As time progressed, so did the development of the avenue. By the 1990s, the Champs-Élysées modernized, and with it came underground parking, metro lines, and a growing reputation for high-end retail immersed within the rich history of Paris.

**Five Lenses**

James Ayling



# *Five Lenses*

Building Mass Outline

First Floor Retail Outline

First Floor Non-Retail Outline

All Building Outline

Roads and Sidewalks

Champs-Élysées

Green Space

## *Media / Technology*

Currently, there are not a lot of technological advancements found at Champs-Élysées.

## *Ownership / Capital*

The avenue contains, shops, cafes, restaurants, theaters, and a variety of commercial and entertainment venues. The majority of these establishments are privately owned by real-estate companies who lease storefronts to high-end businesses, such as Chanel and Swarovski.

## *Governance / Programming*

In 1860, merchants joined together to create the *Syndicat d'Initiative et de Défense des Champs-Élysées*, an association aimed at promoting commerce along the avenue. The committee now goes by the name of *Comité de Champs-Élysées*.

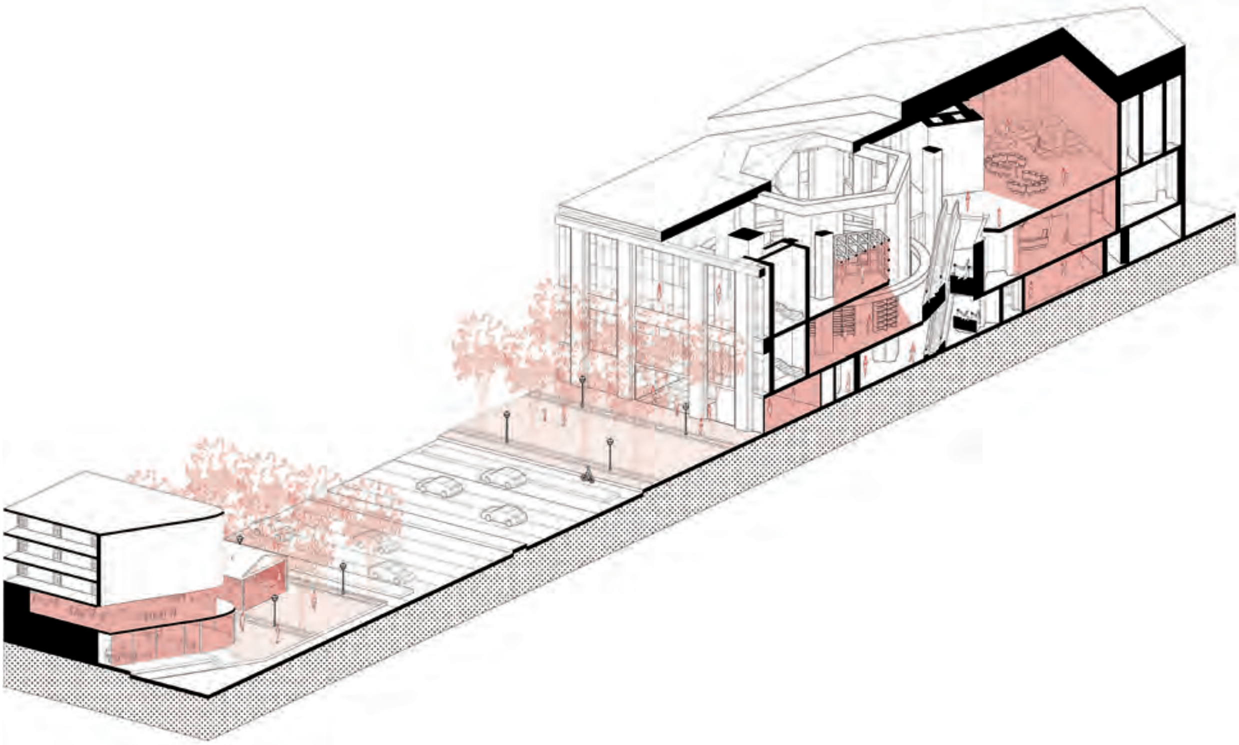
## *Form / Surface*

The avenue spans from Place de Concorde to Place Charles de Gaulle, running east to west. It intersects Jardin Des Champs-Élysées which contains the Grand Palais, the Petit Palais, the Théâtre Marigny, and several restaurants, gardens and monuments. The avenue divides vehicle and pedestrian circulation, using trees as a buffer.

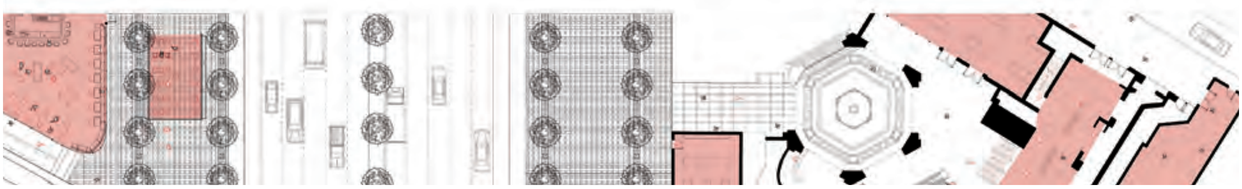
## *Access / Infrastructure*

Due to its history and proximity to landmarks, the avenue seems to attract visitors regardless of whether they are there to shop or just take in the views. Through a collaboration between the government and Chanel, the Grand Palais will be upgraded to expand their exhibition and event space which will offer visitors activities beyond just eating and shopping.

**Axo, Floorplan, Section**
James Ayling



Champs-Élysées - Axonometric



Champs-Élysées - Floorplan



Champs-Élysées - Section



**1** Jardin des Tuilleries



**2** Active Sidewalk



**3** Corner Restaurant




**4** Mall Entrance



**5** Holiday Pop-Up



**6** Architectural Icons

---

## *Section Axonometric*

The axonometric demonstrates an angled view of a section cut perpendicular to the avenue. To the right, the cut demonstrates the interior of one of the few malls found on Champs-Élysées.

## *Floorplan*

From above, one can see how the street divides the neighborhood into two zones. The avenue is heavily trafficked, with a total of 10 lanes running east to west. Trees line the edge where the sidewalk meets the street, offering visitors some relief from the busy, loud and hectic movement of the avenue.

## *Section*

The section cuts through one of the few malls found on Champs-Élysées. An entrance, similar to that of an arcade, can be seen on ground level adjacent to the sidewalk. Inside, the mall only dips down one level. The interior is grand and exuberant, however there is significantly more activity occurring on the street than inside of the malls.

## Introduction

Maria Ramirez Perez & Elida Zavala



# *Shinjuku Station*

**Tokyo, Japan**

Shinjuku Station is a complex labyrinth; comprised of terminals, department stores, shopping centers, and underground passageways.

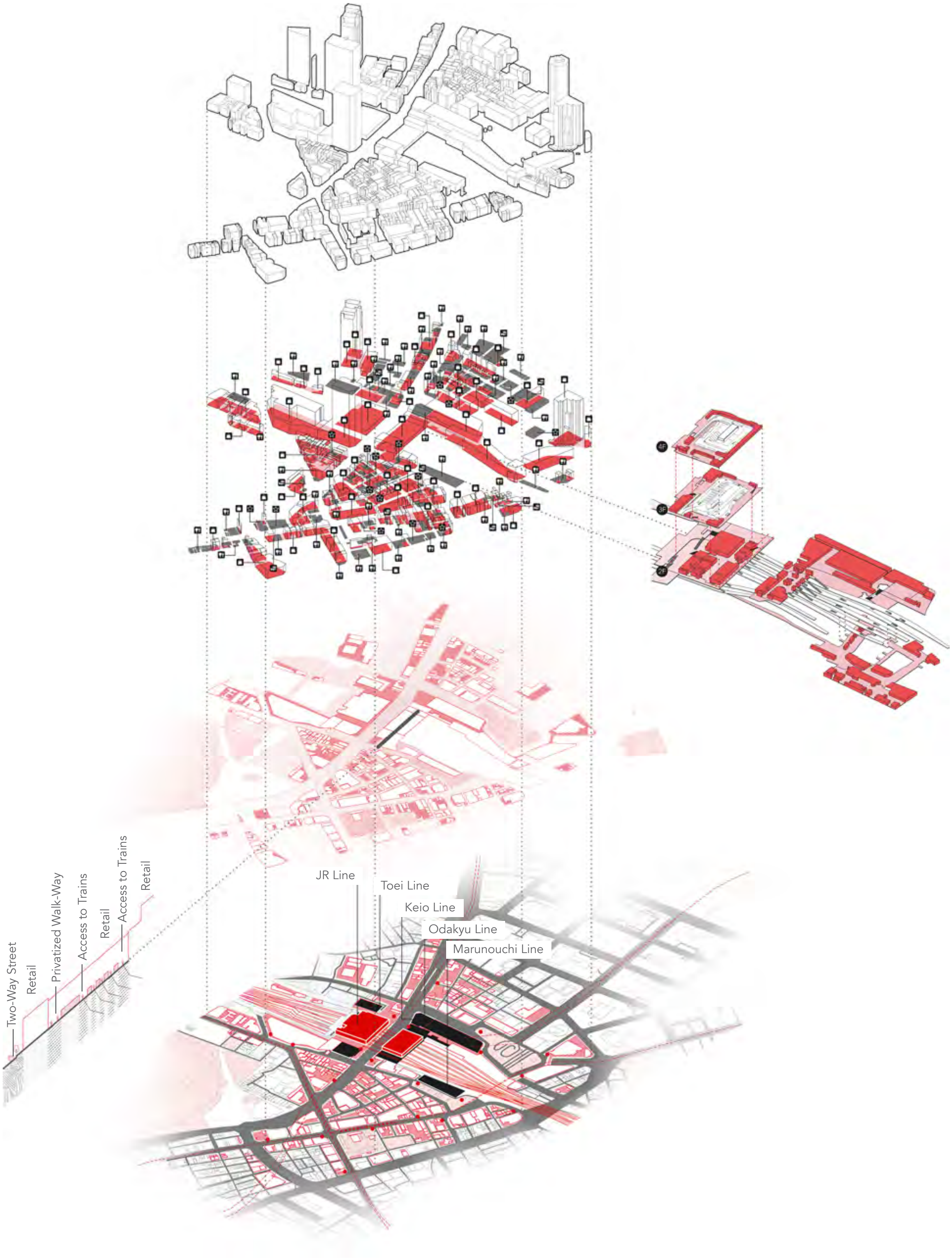
Constructed in 1885, Shinjuku Station has evolved into a political, economic, and social hub used by the majority of the people living in Tokyo. Shinjuku Station is a cluster of five stations: JR-East, Odakyu Electric Railway, Keio Corporation, Toei Subway, and Tokyo Metro.

The two underground levels are comprised of 16 platforms, 20 tracks, and two high-rise department stores located on the first floor. Throughout each level, there is a variety of retail, restaurants, performance space, and areas for cultural events. Many of these underground levels have direct access to one of the 200 street-level exits scattered throughout the district.

The internal organizational layout allows for the surrounding infrastructure and architecture to sustain a high porosity of circulation, permitting ease of movement through all the amenities that Shinjuku station offers.

## Five Lenses

Maria Ramirez Perez & Elida Zavala



# *Five Lenses*

Building Mass Outline

First Floor Height

First Floor Retail Outline

First Floor Non-Retail Outline

Green Space

Roads and Sidewalks

First Floor Retail Outline

Train Exits

Roads and Sidewalks

Station

Train Path

All Building Outline

## *Media / Technology*

The interweaving of retail storefronts among the multiple platforms are activated by the usability of the rechargeable Suica/Pasmo train card. Cardholders are able to use the train card to make purchases at any of the surrounding department stores, shops, restaurants, and vending machines in and around the station.

## *Ownership / Capital*

Shinjuku Station is owned by five different Railway companies: JR-East, Odakyu Electric Railway, Keio Corporation, Toei Subway, and Tokyo Metro. Combined, these stations make-up the Japan Private Railway Association which owns one of the major department stores located inside Shinjuku station.

## *Governance / Programming*

Alongside the Japan Private Railway Association, the Japan Railway Construction Transportation and Technology Agency (JRTT) independently administrates the construction and facilities of each railway station, which is eventually leased or transfer to the individual railway companies.

## *Form / Surface*

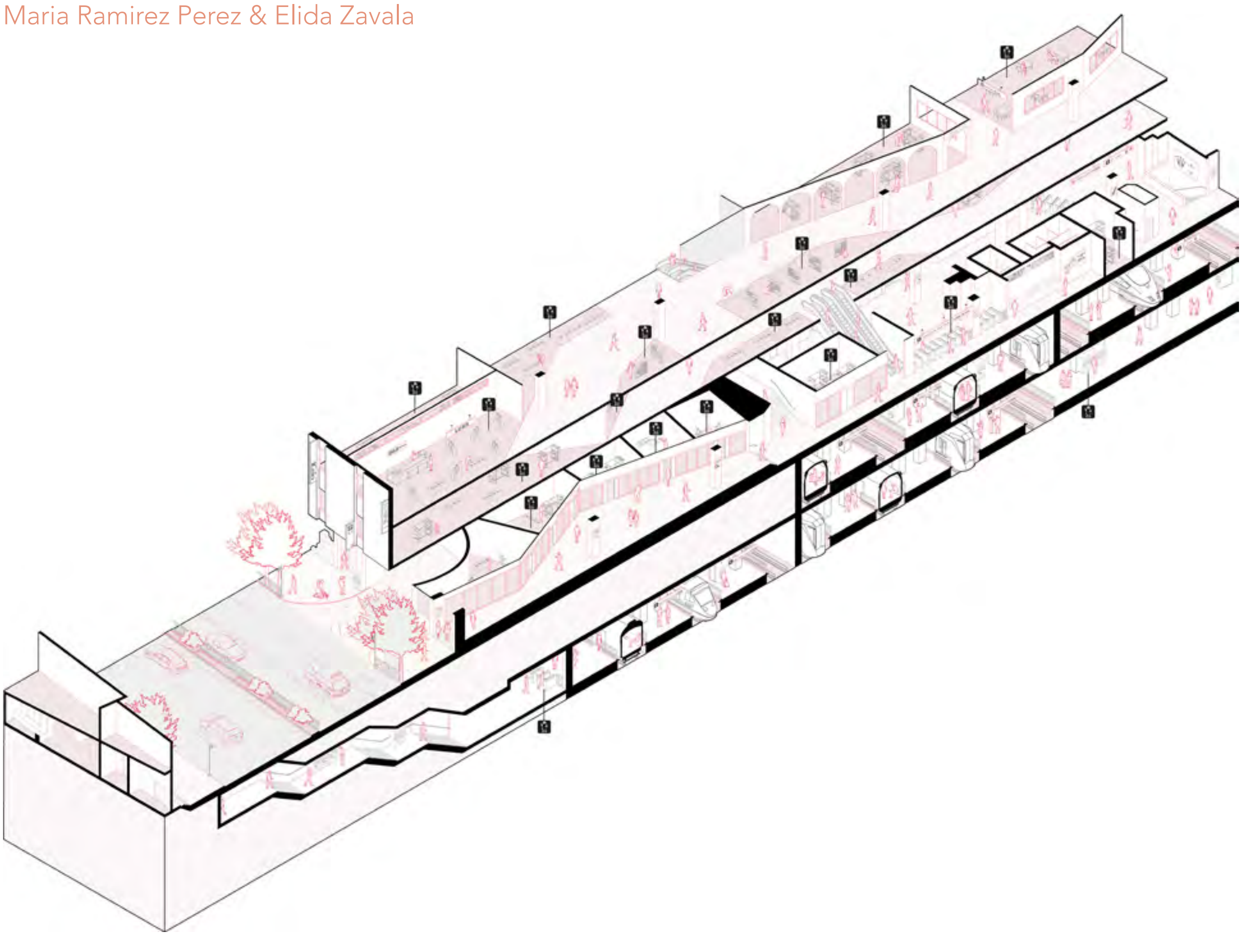
The cluster of station entrances and exists spread out through the inside of department stores, as well tucked in between stores outside the station, allow for a porous movement of people, goods, and electronic transactions.

## *Access / Infrastructure*

With millions of people traveling in and out every day, Shinjuku Station is designed to support a high velocity of circulation. Two-hundred exits and interwoven retail stores create a porous layout ideal for this amount of foot traffic.

## Axo, Floorplan, Section

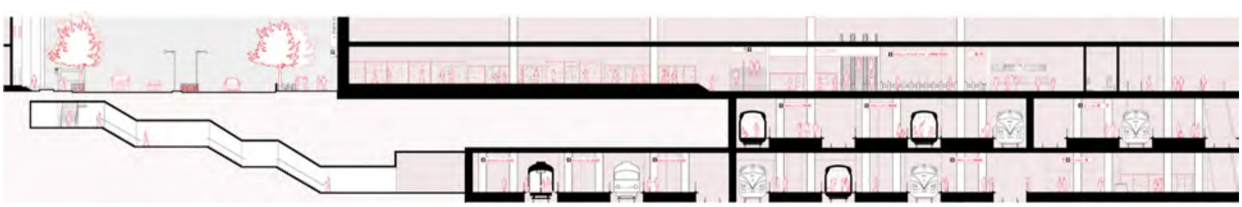
Maria Ramirez Perez & Elida Zavala



Shinjuku Station - Axonometric



Shinjuku Station - Floorplan



Shinjuku Station - Section




**1** Entrance



**2** Active Exterior



**3** Exterior Form



**4** Signage



**5** Train Entrance



**6** Wide Platform

---

## *Section Axonometric*

The design facilitates a frictionless transition between shopping and traveling, aided by the use of Japan's prepaid and rechargable smartcards. These IC cards, used for both transportation and commerce, advance the fluid exchange of goods and services within the station.

## *Floorplan*

The floorplan shows a fluidity and the connection between different buildings. This study shows how retail layouts and the postion of the buildings next to each other produce a continous ground floor.

## *Section*

The section illustrates the station's commercial environment; it demonstrates the location of the underground terminals and how the stairs are vertically connected to the shopping malls located at ground level. Also, the station has underground passageways that connect to the street and to different department stores.

## Introduction

Sharan Shiboji & Elmer Wang



# *The Grand Bazaar*

**Istanbul, Turkey**

---

The Grand Bazaar is considered, by some, to be the oldest and largest enclosed mall. The Bazaar represents a unique market model, one that works on a supportive relationship between the Aya Sofya Mosque and the guilds of traders, the profits of which go into the betterment of the city through social and cultural activities.

Formally speaking, the Grand Bazaar is a concentric ring system comprised of market spaces that radiate outward into the surrounding urban fabric. These concentric rings contain layers of retail program, from the very formal guild-based merchants who represent a more cooperative form of authentic trade and craft, to the informal markets that have penetrated the once-exclusive guild markets through mass industrialization.

The booth-like stores allow for an affordable means to expand or contract their square footage depending on the success of their business. This flexibility subsequently increases the territorial presence of their guilds in the market.

## Five Lenses

Sharan Shiboji & Elmer Wang



# *Five Lenses*

## *Media / Technology*

Some of the Grand Bazaar merchants have an online presence on e-commerse sites, like Etsy. Individual stores have been retrofitted with split system air conditioner units, which help create a more comfortable environment for business owners and patrons during the hot summer months.

## *Ownership / Capital*

The Bazaar was once a system of guilds that specialized in trading specific commodities that would occupy a defined area of the Bazaar. Only through a line of inheritance or buy-in from any member about to retire, could one trade at the Bazaar. Today, the guilds are replaced by a system of associations.

## *Governance / Programming*

The Grand Bazaar operated under the *vakif* which was a pious organization that funded in the market's construction. The guilds oversaw the quality of goods sold, the size of shops, and the number of craftsmen allowed to practice in a particular trade.

## *Form / Surface*

The covered streets and walls of the Bazaar define the atmosphere within the space. Tall, vaulted corridors are pierced by arched skylights, resulting in a space primarily illuminated by sunlight.

## *Access / Infrastructure*

A wide range of goods are sprawled along the 61 internal streets of the Bazaar with over 4000 shops. Drinking water fountains are the only service offered to the visiting public.

Shop Interior Circulation

Retail Footprint

Domed Market

Formal Market

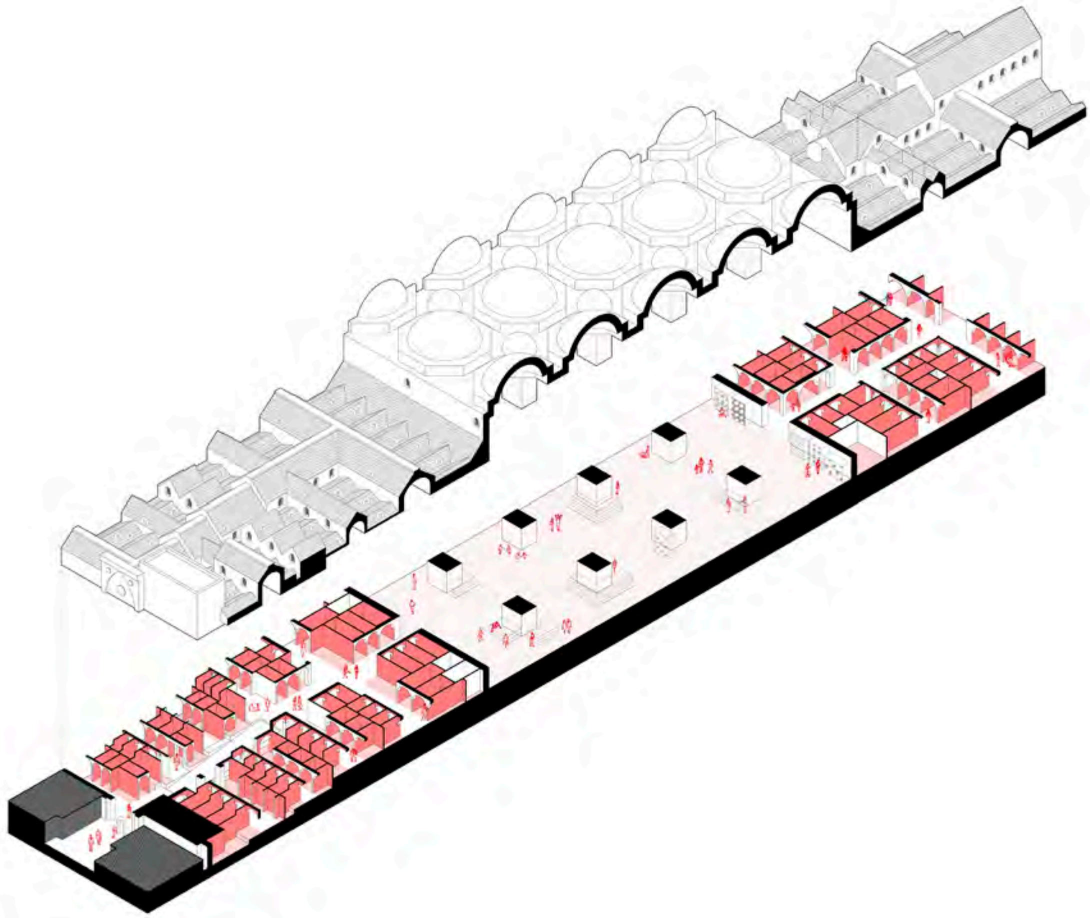
Informal Market

Private Access

Public Access

## Axo, Floorplan, Section

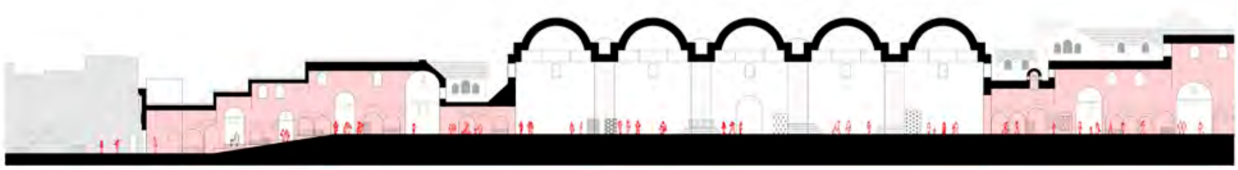
Sharan Shiboji & Elmer Wang



Grand Bazaar - Axonometric



Grand Bazaar - Floorplan



Grand Bazaar - Section



**1** Arches



**2** Architectural Features



**3** Exterior Markert



**4** Interior Market



**5** Market Goods



**6** Spices

## *Section Axonometric*

The Grand Bazaar began with the construction of the central bedesten as a market for precious gems. After a series of earthquakes and fires, a more formal bazaar was built in stone. This update included a series of roofs, arches, and vaults along the corridors. The vaults are punctured by high windows under the roofline, serving as the primary source of lighting for the Bazaar. The market is laid out along an informal grid with public facilities located at intersection node points.

## *Floorplan*

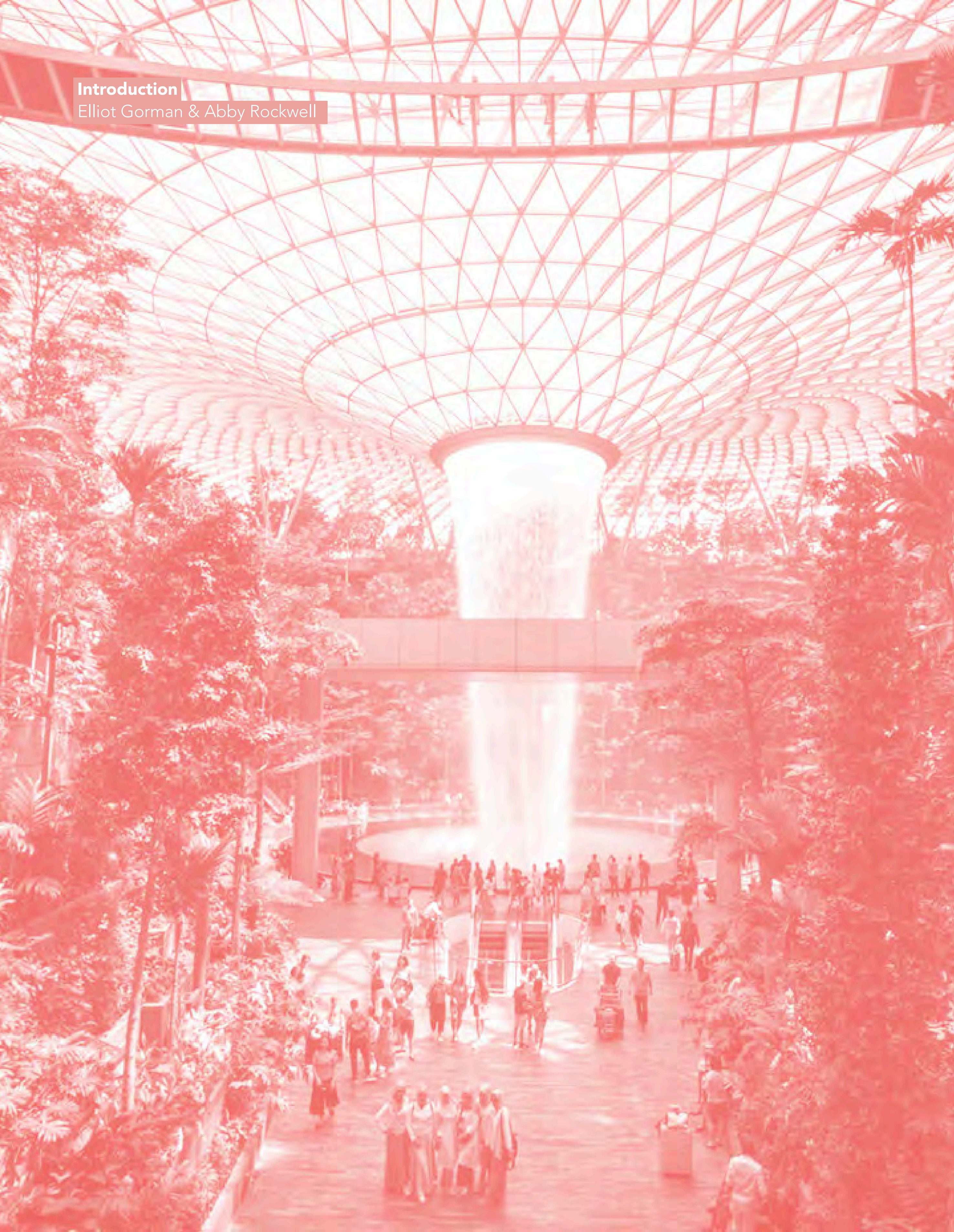
The floorplan demonstrates the layered nature of spaces, from the exclusive central markets for precious gems, to the individual stores for specialized goods. The corridors operate as a hierarchy, comprised of spines with branches that are named after the dominant goods sold there.

## *Section*

The section demonstrates the intersecting system of vaulted roofs and arched skylights. The walls along the corridors are used for commercial advertisements for the Bazaar stores. The roofs rise in height to meet the massive scale of the central-domed bedesten, the exclusive market space for precious gems.

## Introduction

Elliot Gorman & Abby Rockwell



# *Changi Airport*

## Singapore, Singapore

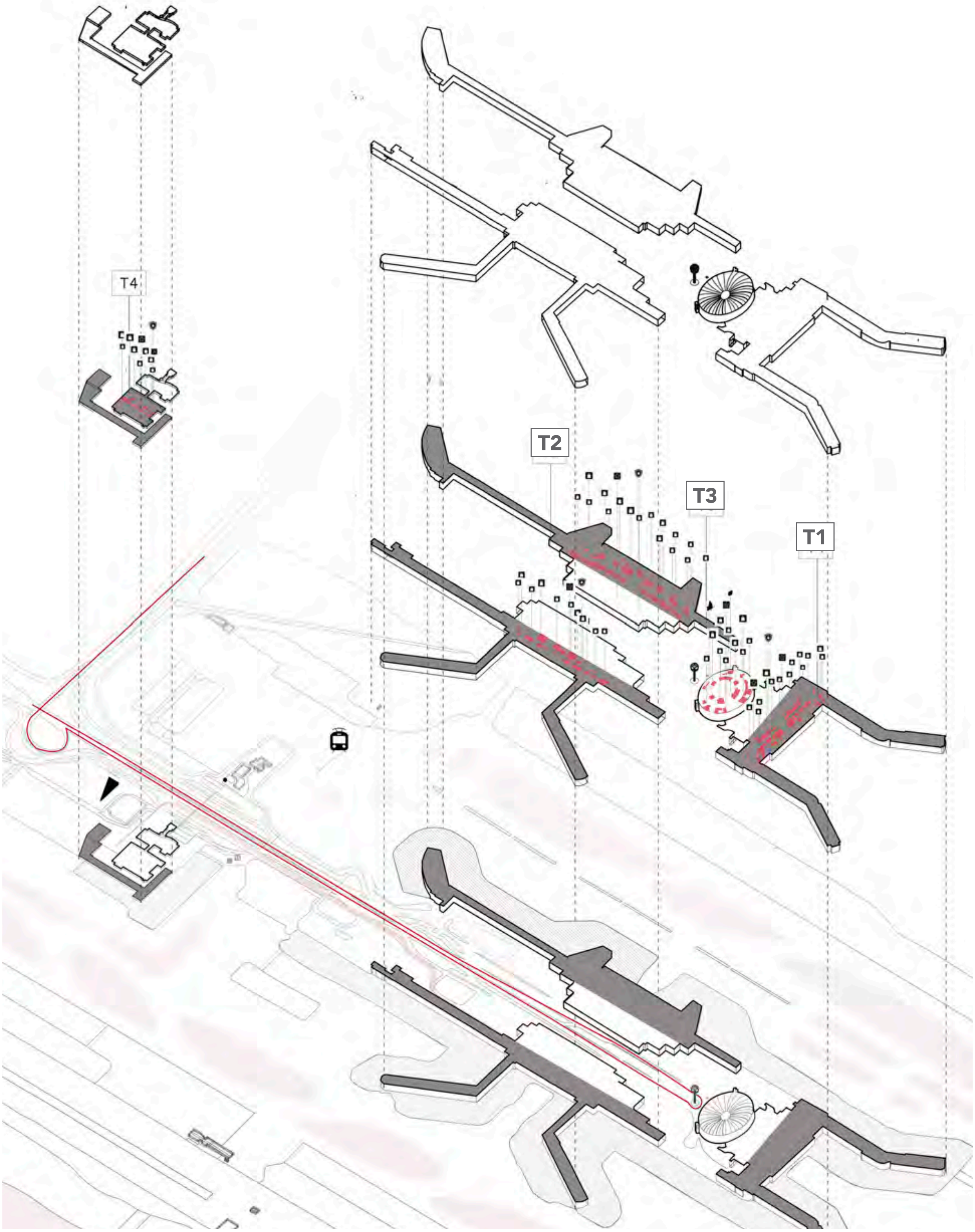
Changi International Airport, located in Singapore, has been recognized as the world's number one airport for the past seven years. The airport was built in 1981 and has been continuously active ever since, with new construction as recent as 2019.

Changi Airport has cost taxpayers a lot of money since its inception, which was lead by the Singaporean government. The business model references a cooperation ideology, where the airport is constructed by the government who then elects a corporate entity to manage it. This entity oversees the planning and operation of the airport by controlling capital and profits. The entity can then choose which private sector it wants to engage with. The balance between the publicly-run and privately-operated operations has led to the airport's success in terms of recognition, popularity, and economics.

The most recent stardom comes from the $1.3-billion-dollar addition, the Changi Jewel, a glass enclosure comprised of gardens and markets for tourists, locals, and anyone interested in spending leisurely time there. The heavy cost for this addition to the airport has been justified by providing an inspiring "cultural lens" for everyone to get a taste for what Singapore has to offer.

**Five Lenses**

Elliot Gorman & Abby Rockwell



# Five Lenses

## Media / Technology

Changi Airport's technology is currently the major infrastructure of the organization for the movement and transportation of people through local or global destinations.

## Ownership / Capital

The business model references a cooperation ideology where the airport is constructed by the government who then elects a corporate entity. This entity oversees the planning and operation of the airport by controlling capital and profits. The entity chooses which private sector it wants to engage with.

## Governance / Programming

Besides the cooperation of Singapore's elected entity to operate based on public funding with private interest, the people of Singapore have a large voice as well. The airport is a public commodity paid for by the citizens of Singapore. This cooperation with the population of Singapore has established Changi as one of the busiest and most successful international airports.

## Form / Surface

Every airport has unique transportation services. This airport contains vehicular access for both arrival and departure and a monorail system for terminal access. The Jewel is completely public and serves as a destination point for both locals and tourists. This icon disrupts the notion that airports are only for air travel.

## Access / Infrastructure

The distinction between land-side and air-side space is prominent in this case study. People use the Jewel as a destination for shopping, immersive experiences, and retail, where are the terminals are strictly for air travel. There is a clear division between people at Changi Airport; those who have a plane ticket versus those who do not. There is also an emphasis on the localized economy within each terminal, which is comprised of stores with a focus on local businesses.

First Floor Retail Outline

Semi-Private Post - TSA

Private Access

Public Access

Airplane Loading

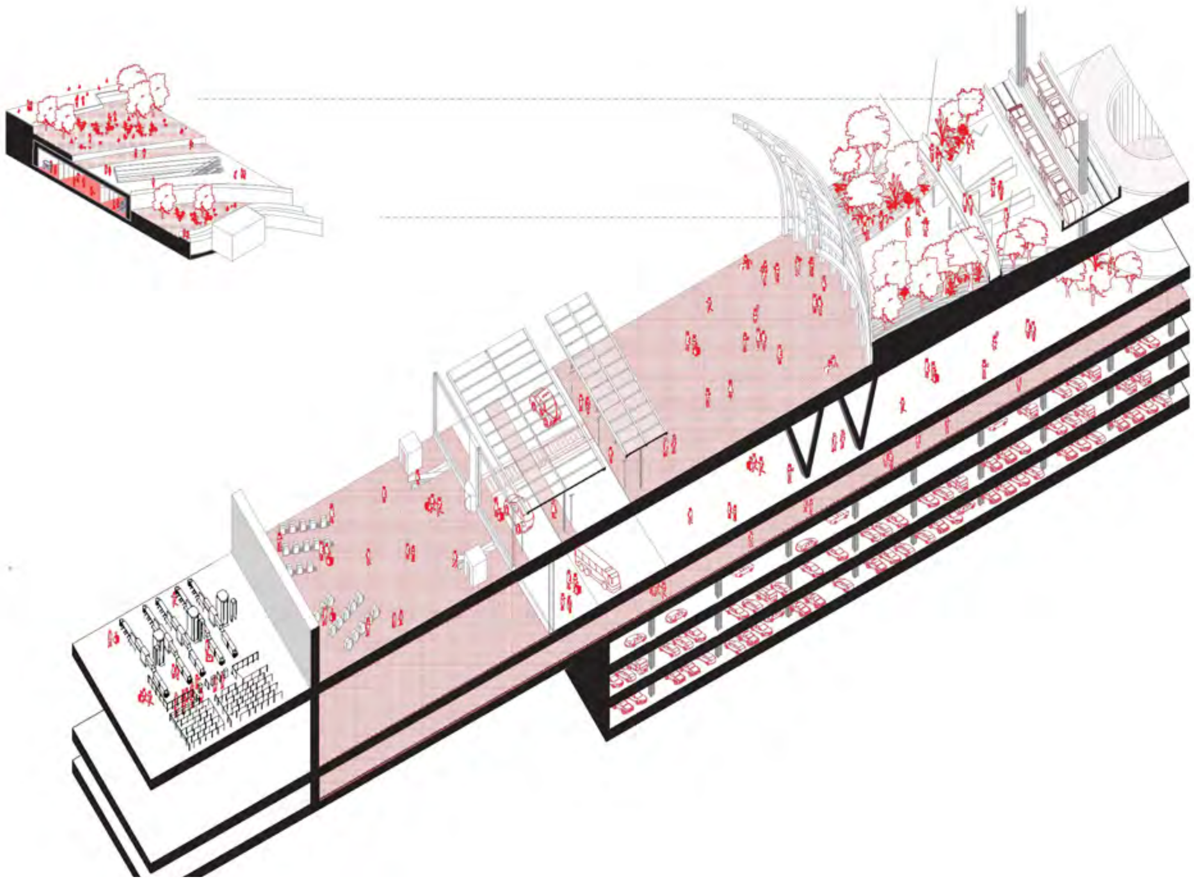
Grass Patches

Singapore Governance + Citizens

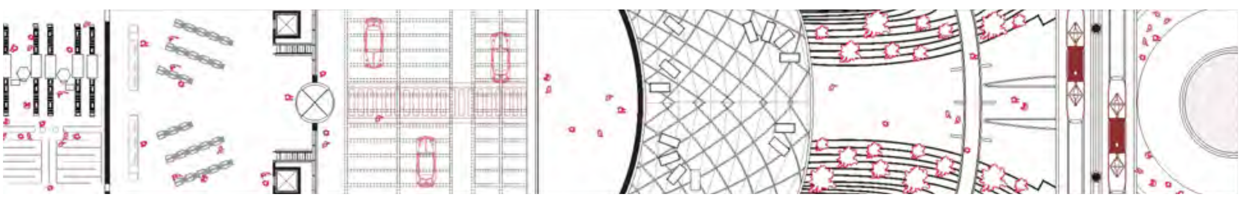
Changi Airport Group

## Axo, Floorplan, Section

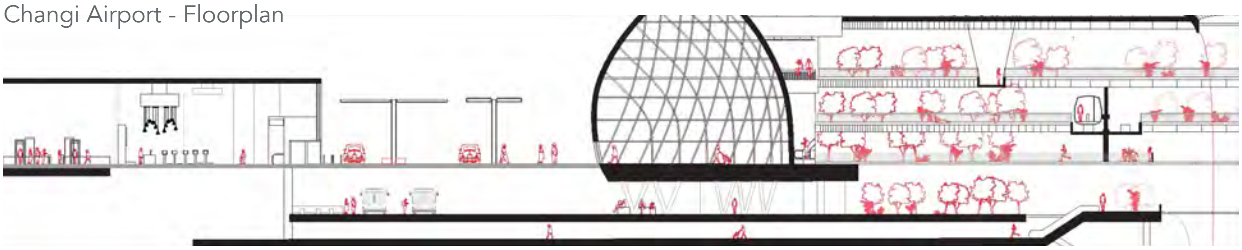
Elliot Gorman & Abby Rockwell



Changi Airport - Axonometric



Changi Airport - Floorplan



Changi Airport - Section



**1** Navigational Control



**2** Jewel Vortex



**3** Jewel Monorail and Foliage



**4** Foliage



**5** Terminal Interior



**6** Arrival / Departure

---

## *Section Axonometric*

The Jewel of Changi Airport offers a fully public experience for tourists and travelers alike. From the vast array of foliage, shopping, culinary, butterfly garden, and a vortex waterfall, this space is a truly unique condition for the airport that has given it so much popularity and enjoyment.

## *Floorplan*

The floorplan clearly defines a distinction between air-side and land-side spaces. This binary relationship shows that the airport is more than just a means for air travel, it is a thoughtfully curated layout that strategically directs the movement of people and equipment.

## *Section*

The section demonstrates the vastness of the Jewel which provides air-side and land-side visitors with unique experiences. This dichotomy is clearly shown in the drawings, from the playful design and foliage located on the air-side, and the procedural layout of security and check-in for terminals located on the land-side.

# Introduction

Xiao Xiao & Wan Yan



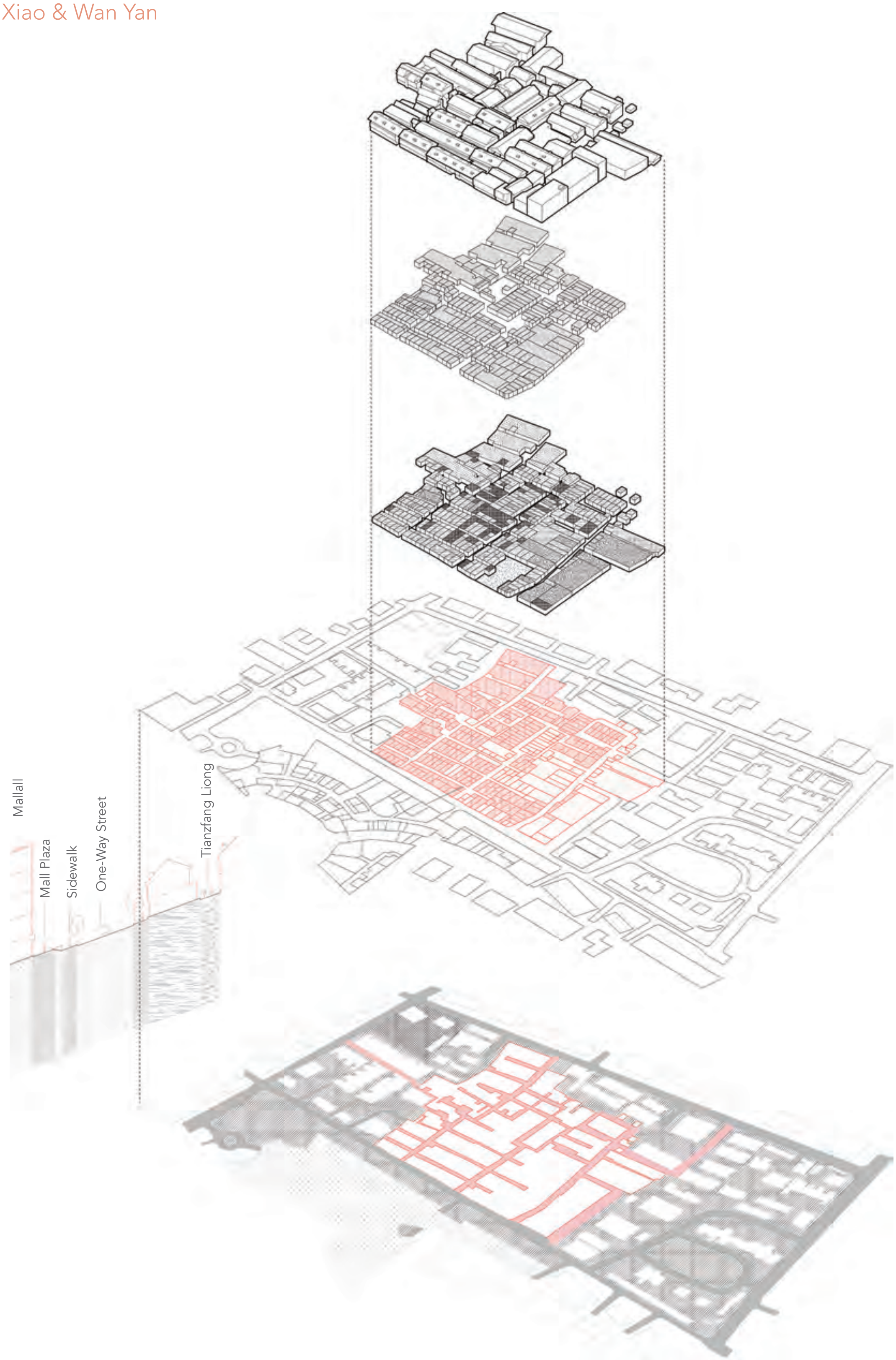
# *Tianzifang*

## Shanghai, China

The Tianzifang enclave is located in the central urban area of Shanghai. As one of a small number of surviving Shilumen buildings and lilong style spaces in Shanghai, Tianzifang is a spatial labyrinth characterized by narrow lanes, small public space patches, residential areas, and boutique stores. When one is inside, it is hard to tell where the space starts, where it ends, where it leads to, and what leads to it. The original buildings are well preserved but the majority of the older walls are covered with signage, images, or panels to exhibit designs in bright colors. It is a hybrid space where old meets new, local meets international, arts meets alcohol. The visual, spatial, and psychological, chaotic vitality of Tianzifang is the very thing that makes it such a rich and unique urban experience.

## Five Lenses

Xiao Xiao & Wan Yan



# *Five Lenses*

Building Mass Outline

Gallery & Studio

Stores

Restaurants & Bars

Residential Units

Public Ownership

Private Ownership

Neighborhood Main Roads

Lilong

School

Commercial Area

Green Space

## *Technology & Social Media*

Social media plays an essential role in the popularization of Tianzifang. With its unique architecture and rich texture, the lanes in Tianzifang are especially photogenic. Tourists see visiting Tianzifangas as a journey to collect cultural signs and symbols, both of China and of the West. They then share them on social media platforms such as Facebook, WeChat, or Instagram.

## *Ownership*

All land is state-owned, and the old factories are the property of state-owned enterprises under the management of district and sub-district government. Property rights are leased for 40-70 years.

## *Governance*

In 2008, the Shanghai Huangpu district set up the Tianzifang Governance Committee to grant legal sanction to mixed uses, upgrade infrastructure and supervise renovation in the Tianzifang area.

## *Ground Condition*

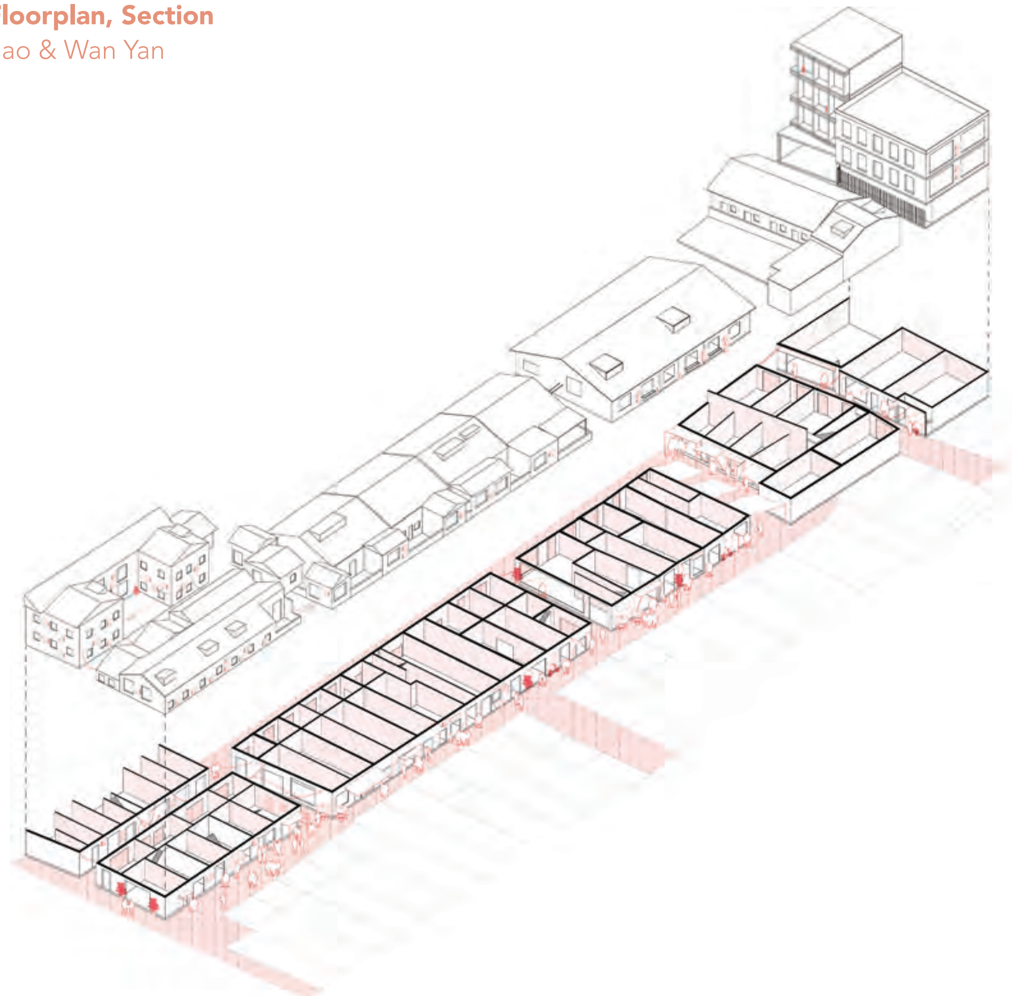
Tianzifang is a network of narrow pedestrian lanes, spanning three arterial streets and several smaller branches. The ground is covered with old-looking bricks, some authentic and some recently installed. Each business designs its own storefront, which may spill into the lanes with added furniture, awnings, plants, and steps.

## *Access*

The Tianzifang area can be reached through bus lines and subways. There are four main entrances into the labyrinth of Tianzifang.

## Axo, Floorplan, Section

Xiao Xiao & Wan Yan



Tianzifang - Axonometric



Tianzifang - Floorplan



Tianzifang - Section



**1** Retail Corridor




**2** Entrance



**3** Tianzifang Map



**4** Signage



**5** Local's Character



**6** Bicycle Parking

---

## *Section Axonometric*

This axonometric demonstrates various activities occurring on the ground floor, including the street, sidewalk, and retail layouts. It also shows legal and illegal additions on the second-floor residential area, where residents strategically expand their living space.

## *Floorplan*

The floorplan demonstrates the contrast of spaces in various scales, as well as the maze-like paths through the area. Circuitous circulation, narrow pathways, and various space typologies create speculative, exploratory, and intimate ground floor experience. The awnings, hanging cables, and furniture add additional layers to the plan.

## *Section*

The section demonstrates the mixed-use characteristic of Tianzifang. Residential units are stacked on the ground floor retail units. Circulation to the upper floor are often concealed amidst the groundfloor retail spaces.


N
W
E
S
Post-Retail City Study Areas
Retail Zoned Areas
Open Space
Street
Major Roads
Alcatraz Island
Treasure Island
Golden Gate Bridge
Bay Bridge
San Francisco Bay

# PROJECTS

*Brick and mortar needs to be as easy for businesses to launch and operate as a website. Flexibility—whether that's the program, the physical space, or the lease terms—de-risks brick and mortar... ushering in authentic placemaking...*

# *Mission Rock*

## Flexible Spaces & Authentic Placemaking

**Carrie Denning Jackson**
Director, Sidewalk Urban Development at Sidewalk Labs

Today's ground floor environments are at risk—the restaurants we love, community centers we frequent, and shops we go to day in and day out—are in a difficult spot. And this was pre-COVID-19, as e-commerce evolved our ground floor spaces and radically changed how and where revenue is earned. For some context, in 2020, we expect delivery on demand, can find information on seemingly any good or service, and our opinions can be voiced loudly on numerous platforms—and our point of view (not just the expert's) carries weight. The digital world has radically changed how and where we purchase goods and services. Stores are less and less about fulfillment, and our commercial corridors and shopping centers thrive when they offer people multiple, experiential things to do: events, entertainment, fitness, and the like. Yes, per the title of this publication, we are in a post-retail city.

Yet, against this backdrop, the real estate business model has remained the same, with steady, long-term, fixed rents and landlords that reasonably favor tenants with high credit and years of operating history as the norm—of course, they have debt and quarterly earnings reports to respond to. But, this makes it hard to quickly adapt and shift to a new, retail model. And we see this play out live in our cities: the demise of so many beloved businesses, the high risks of brick and mortar for many entrepreneurial businesses, and

blocks that are now populated with a mix of vacant spaces and national chains that can pay rent, have high credit, and want those stable lease terms. And now, with COVID-19, the situation at hand is even worse with diminished revenues for tenants and deferred or non-existent rent for landlords.

It's in this time that *alt-Intersect* was proposed as a new way of approaching the Mission Rock site, and it posits a program mix driven by flexible spaces, with authentic placemaking at its core. This vision is right for this uncertain time. Of course flexible spaces are not a new theme or concept, and *alt-Intersect* is solidly part of a whole field of practice, with successes and failures along the way. For decades, architects, urban planners, and developers have toyed with and tested ways to create flexible spaces—especially ground floor spaces—to enable a range of uses. From Archigram to Diller Scofidio to our program vision for Sidewalk Toronto, flexible spaces have long been touted as a way to better utilize real estate. Suddenly a yoga studio can be a childcare center during the day. Rent for both parties can be reduced, and—most critically from an activation standpoint—the space is now usable at more times throughout the day, week, and year.

At the heart of this dynamic program mix is the desire to create real places that are of and for a community—not merely "highest-and-best-use" proposals that satisfy investors or new residents to the area. Without a doubt, flexible spaces are challenging from a business model and operational perspective. Yet, flexibility is a prerequisite for today's evolving ground floor spaces, and, as the hypothesis goes, creates *greater value* for the landlord, tenant, and community, as these dynamic locations drive foot traffic, meaning tenants *want* to be on these blocks along with residents and office-workers.

Stepping back, if we are to have ground floors and developments that are filled with people and utilized as much as possible in this post-retail world, then we need to be far more flexible with regard to the physical spaces tenants can use *and* the lease terms. As *alt-Intersect* rightfully proposes, our developments need short-term spaces, medium-term spaces, shared-spaces, spaces that flex throughout the day, temporary uses, unconventional pairings, and expanded points of view on what makes a viable tenant—and the list could go on.

Perhaps the best way to frame this Mission Rock proposal is to leave the reader with this provocative statement: to be successful in the post-retail era, brick and mortar needs to be as easy for businesses to launch and operate as a website. Flexibility—whether that's the program, the physical space, or the lease

terms—de-risks brick and mortar, reducing barriers for many small and first-time entrepreneurs, community groups, creatives, and in particular, minority- and women-owned businesses, ushering in authentic placemaking, not just leaving the ground floor to the handful of tenants with great credit and years of operating history. *Alt-Intersect* puts forth an initial sketch of this vision. While the proof is in the final pro-forma and operating model, the program mix proposed is already wisely future-proofed for today's evolving ground floor world.

**alt-Intersect**
Counter Proposal



# *alt-Intersect*

**Donna Mena**

This proposal speculates on the potential hidden within the Mission Rock site and asks the question: how can a neighborhood respond to the demands and needs of a community that currently only sees a surplus of guests during game days at Oracle Park? Can the new Mission Rock neighborhood provide unique and novel programming, thereby creating an incentive for guests to visit the site year-long?

The site, once an outdoor parking lot, could accommodate up to 2000 parking units. Throughout its operations, the site has also played host to tailgating parties, pop-up events, and other various forms of urban hacking. The current plan for the Mission Rock development, as proposed by Tishman Speyer, seeks to transform the site into yet another luxury neighborhood community, adding to the existing 18 market-rate residential complexes already present in the Mission Bay community. The neighborhood offers a combination of mixed-use and residential buildings, along with access to outdoor recreation and beautiful green space. While alluring, the neighborhood leaves very little room for spontaneity, a valuable feature for a site that sees hundreds of guests filter into China Basin during game days. Mission Rock will absorb these visitors and therefore, must provide adequate infrastructure to support and entertain the incoming crowd. This proposal offers a secondary circulation path -- one that restructures the neighborhood with new spatial conditions capable of temporary programs and activities -- that will help create a year-long calendar of activities to the new Mission Rock development.

## alt-Intersect
Study Models



1

2



**Study Model: Ground Floor**

View of ground conditions demonstrates kiosk in blue and sloped surfaced in yellow.



**Study Model: Top View**

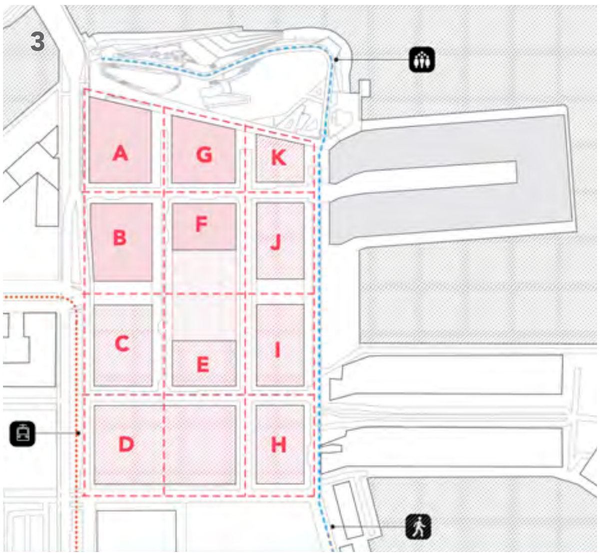
Masses placed on top of the ground floor elements follow the existing grid.



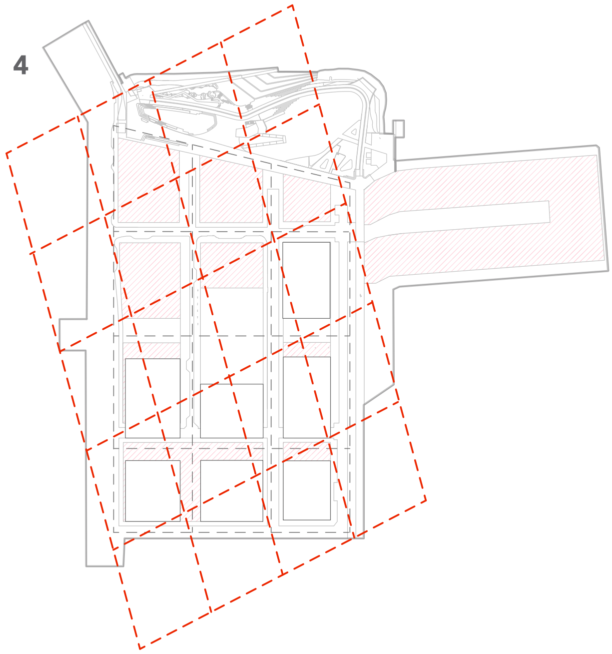
**Study Model: Axonometric**

Angled view show the proposed area of the development in relation to the waterfront.

3




4



## *Study Models and Concept Development*

**1** Synthesized Conceptual Model

**2** Study Model

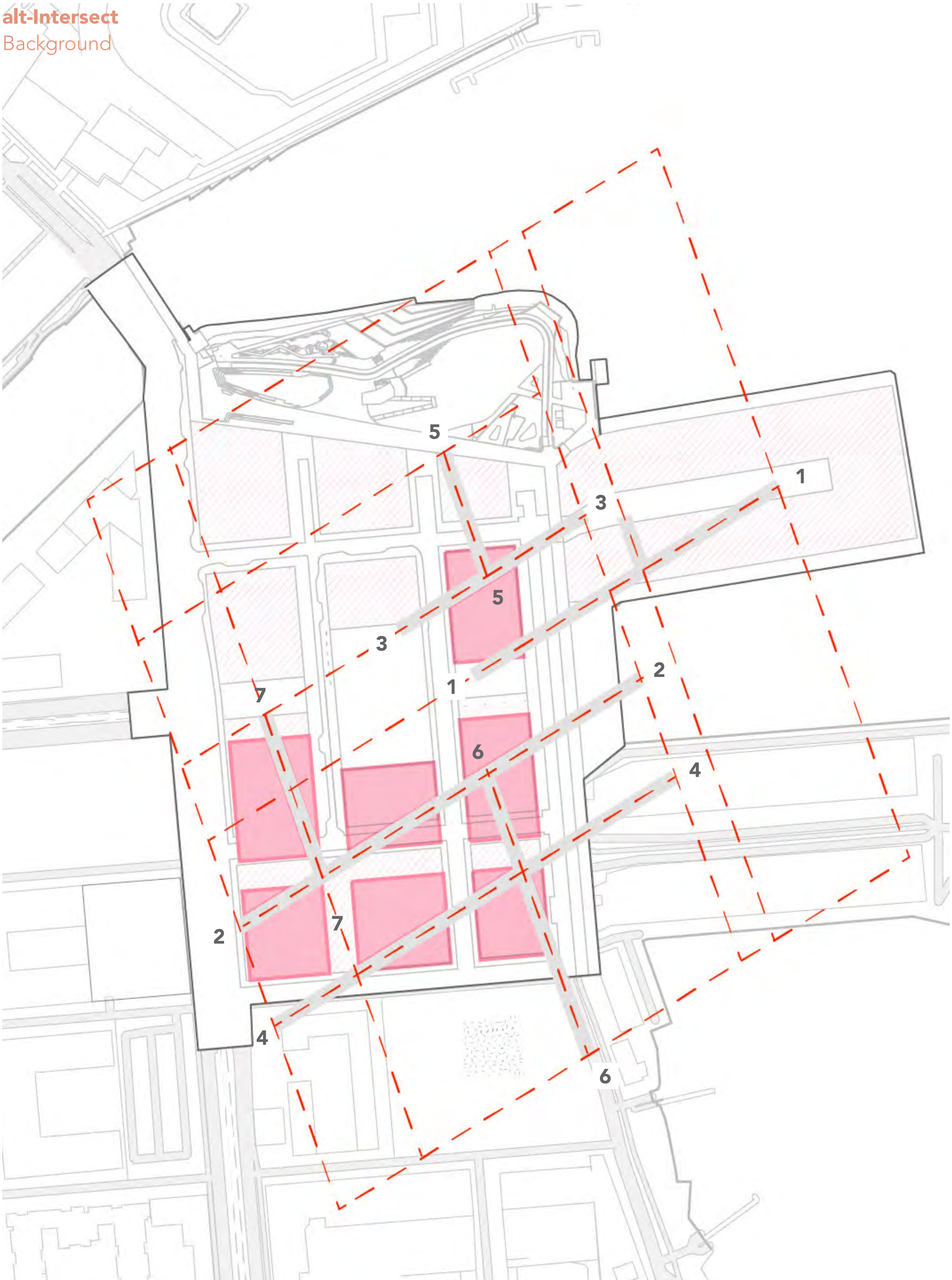
**3** Tishman Speyer Masterplan with a Grid Overlay Following Existing Streets.

**4** Masterplan and an Angeled Grid Overlay

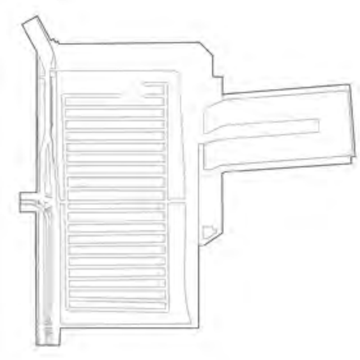
## *The Study Model Breaks the Grid*

One of the most obvious design tactics in this proposal is the reconstruction of the existing grid that guides and defines Mission Rock's circulation. Through the creation of a secondary circulation path, new connections can be made between various zones on the site. Visitors can navigate the site by cutting through buildings and experiencing environments that depict back-of-house activities, forming relationships that otherwise would go unnoticed.

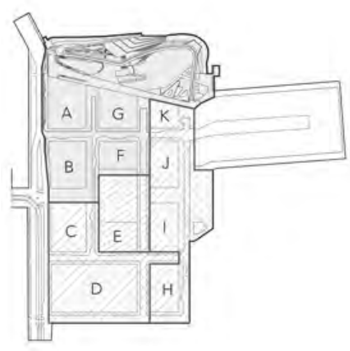
**alt-Intersect**
Background



A



B




## *Second Layer on a New Masterplan*

Image B demonstrates the proposed Mission Rock masterplan as set forth by Tishman Speyer. The site was originally an outdoor parking lot, as shown in image A, however, through a joint partnership between the SF Giants and Tishman Speyer, the site will host Mission Bay's newest neighborhood development. The masterplan proposes 11 new buildings however, only Phase 1 has been designed. The remaining areas have been labeled Phase 2 - Phase 4 however, these buildings have yet to be developed. My proposal will leave Phase 1 as is but will modify the ground floor of the remaining phases, including Pier 48.

---

## *Making New Connections*

**1** Green Space + Pier 48

**2** MUNI Stop + Water Taxi Stop

**3** Green Space + Pier 48

**4** 3rd Street + Pier 50

**5** China Basin + Roastery

**6** Blue Greenway + Mission Rock

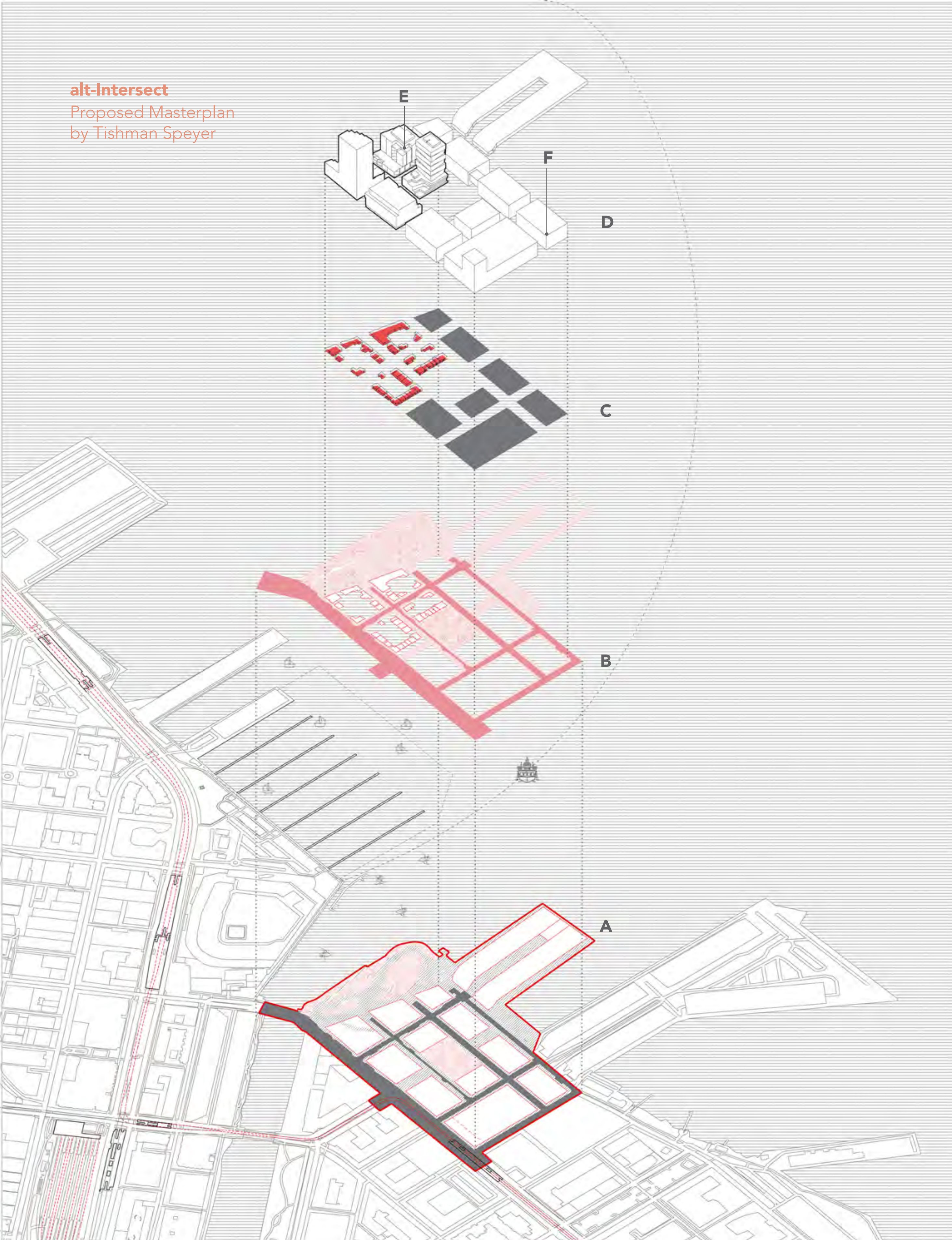
**7** Corridor + Mission Rock Street

---

## *Secondary Layer on a New Masterplan*

The diagram to the left demonstrates how the angled grid has been manipulated to connect areas throughout Mission Rock and Mission Bay, to better provide for its visitors. These new connections cut through the building footprint, forming paths that expose back-of-house activities that would typically go unnoticed.

**alt-Intersect**
Proposed Masterplan
by Tishman Speyer





**1** The Bay



**2** Under Construction



**3** The Yard: Pop-Up Event



**4** Blue Greenway Path



**5** Mission Bay Alleys



**6** Sparks Social

## *Legend*

**A** Mission Rock Perimeter

**B** Ground Condition Including China Basin to the North

**C** Parcels for proposed Masterplan by Tishman Speyer

**D** Proposed Building Masses

**E** Phase One Buildings to Remain

**F** Phase Two - Phase Four Buildings

## *Masterplan Axonometric as Proposed by Tishman Speyer*

This axonometric demonstrates the proposed masterplan as presented by Tishman Speyer. The site shares adjacencies with the surrounding neighborhood on its south and west sides. Third Street follows along the west side and serves as the site's primary connector to the community. Circulation within the site follows a grid underlay which carefully compartmentalizes buildings, sidewalks, streets, and open space into designated zones.

**alt-Intersect**
Proposed Masterplan



## *Legend*

Green Space

Secondary Path

San Francisco Bay

---

## *Ground Floor Proposals*

**C** Parking Garage No.1 + Market

**D1** Office Space

**D2** Parking Garage No. 2 + Rec Space

**E** Kitchen Incubator + Coworking Space

**I** Maker Space + Office Space

**H** Climbing Gym + Physical Therapy

**J** Climbing Gym + Roastery

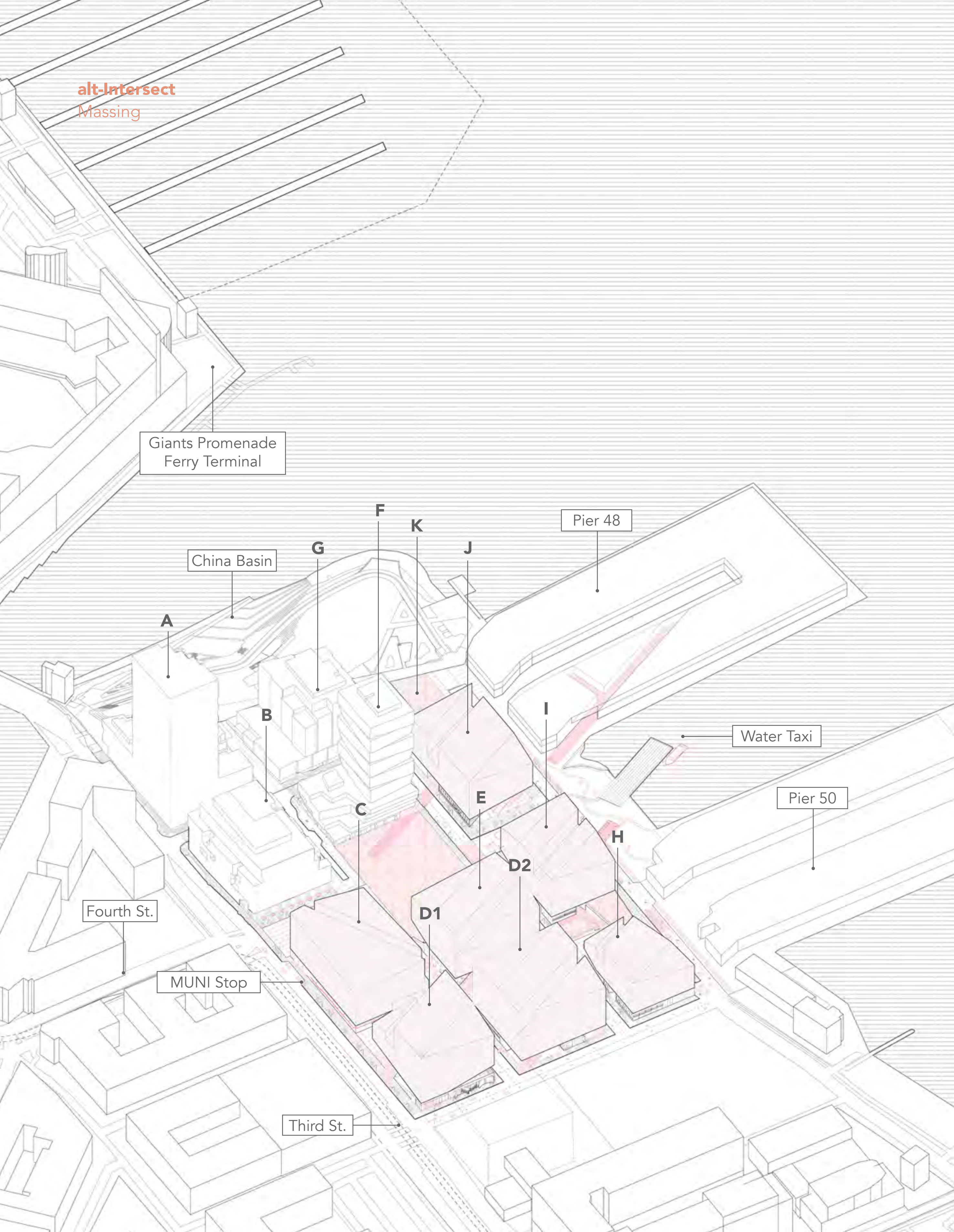
**K** Open Green Space

---

## *Proposed Masterplan*

A secondary circulation path sits on top of the existing grid. The path is skewed in order to create new connections that would otherwise go unnoticed, thereby maximizing exposure and creating new relationships between seemingly incongruent programs. It intersects the sidewalk edge conditions of the site, thereby reaching out to the surrounding Mission Bay community without stretching outside the scope of the project's boundaries.

**alt-Intersect**
Massing



## *Legend*

Green Space

Secondary Path

San Francisco Bay

Proposed Building Mass

---

## *Ground Floor Proposals*

**C** Parking Garage No. 1 + Market

**D1** Office Space

**D2** Parking Garage No. 2 + Rec. Space

**E** Kitchen Incubator + Coworking Space

**I** Maker Space + Office Space

**H** Climbing Gym + Physical Therapy

**J** Climbing Gym + Roastery

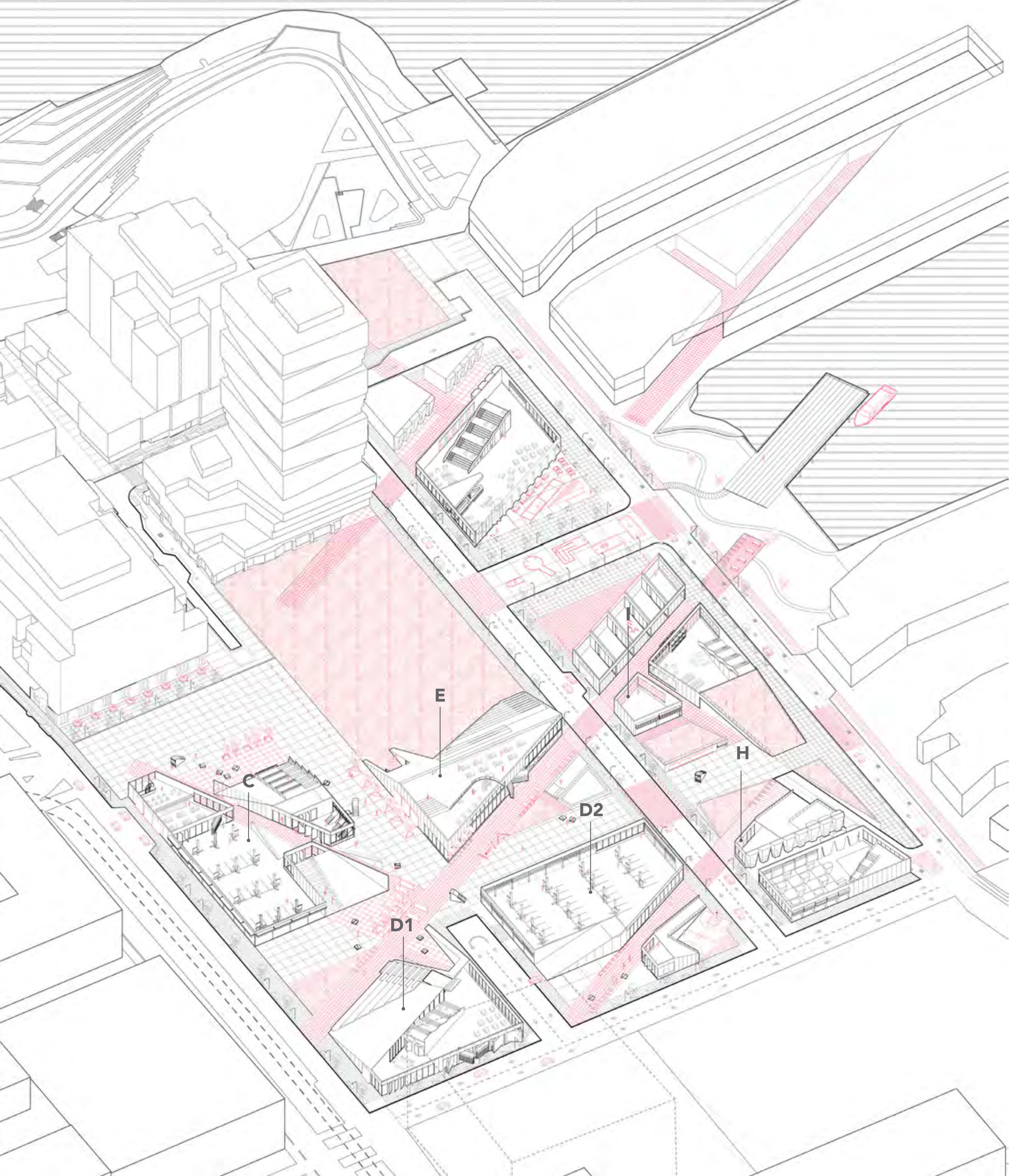
**K** Open Green Space

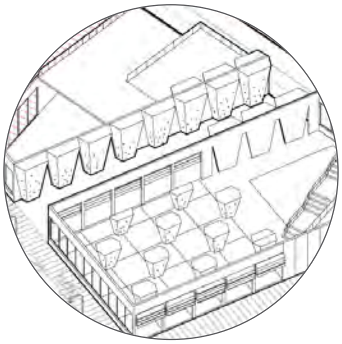
---

## *Proposed Masterplan Axonometric*

The scope of work for this project will occur in the zones currently designated for Phase 2 - Phase 4. The proposed buildings will match the height of Building B, thereby preserving views from ground level that many residents have ground accustom to seeing. These buildings contain a "cut" running through them, a feature that mimics the secondary axis running on ground level. This space can be utilized as a terrace or outdoor space.

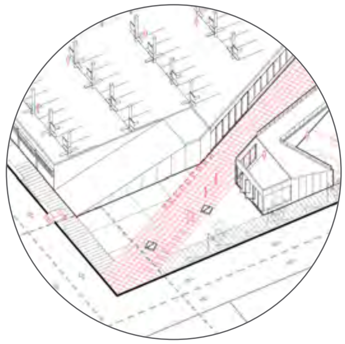
**alt-Intersect**
Ground Level





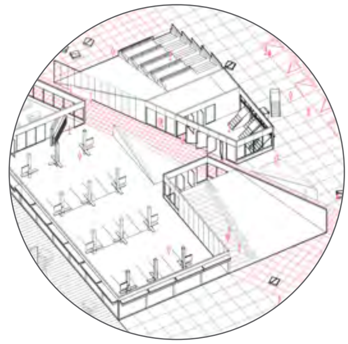
**H Rock Climbing Canyon**

Mission Rock is the ideal location for outdoor reactions, like a climbing gym.



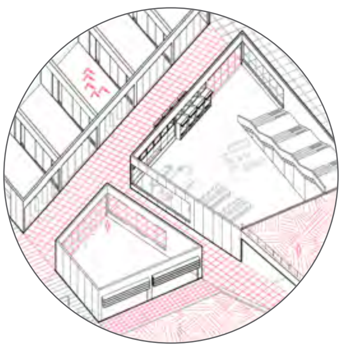
**D2 Recreation Area**

In an effort to connect with the Police Station south of the site, a basketball court has been added adjacent to SFPD's office



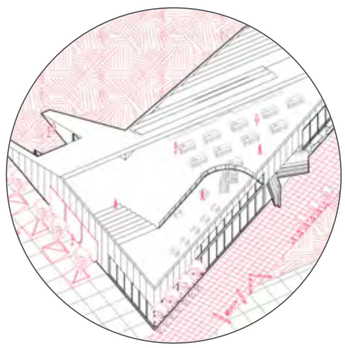
**C Garage + Market Space**

Multi-use columns inside the parking garage can be used for pop-up markets and events.



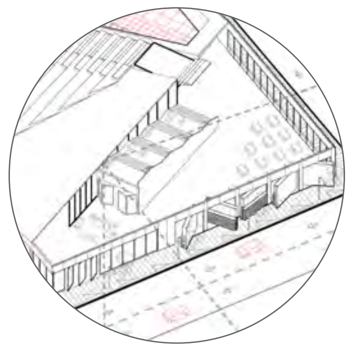
**I Expandable Maker Space**

Sliding doors allow the maker space to expand based on the activities occurring at any given time.



**E Co-working Space + Incubator**

A terrace overlooking the kitchen incubator can be used by students to better understand the restaurant business.



**D1 Kinetic Facade**

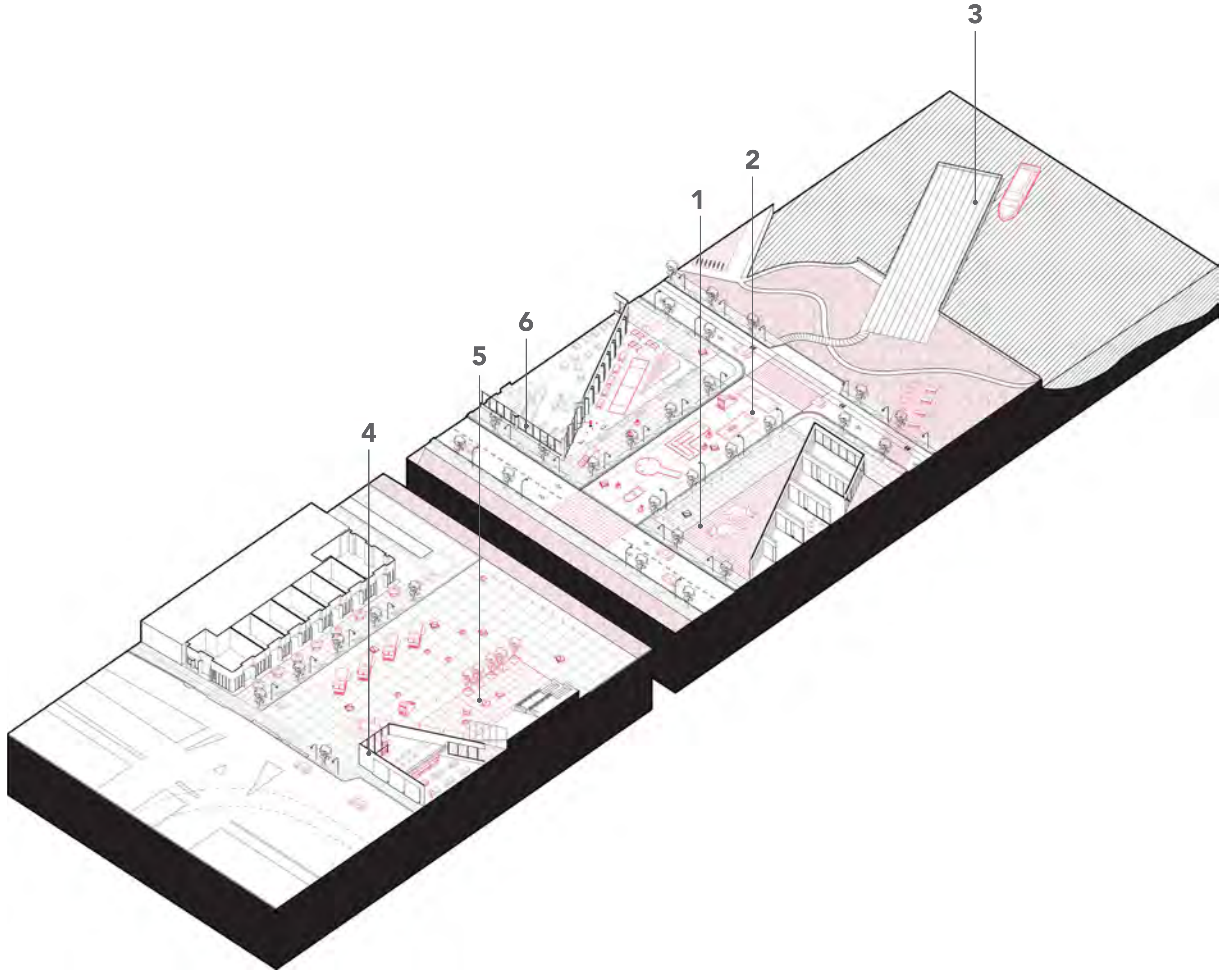
The facade is comprised of rotating shelves that can serve as pick-up spots for essential goods.

## *The Ground Floor Exposed*

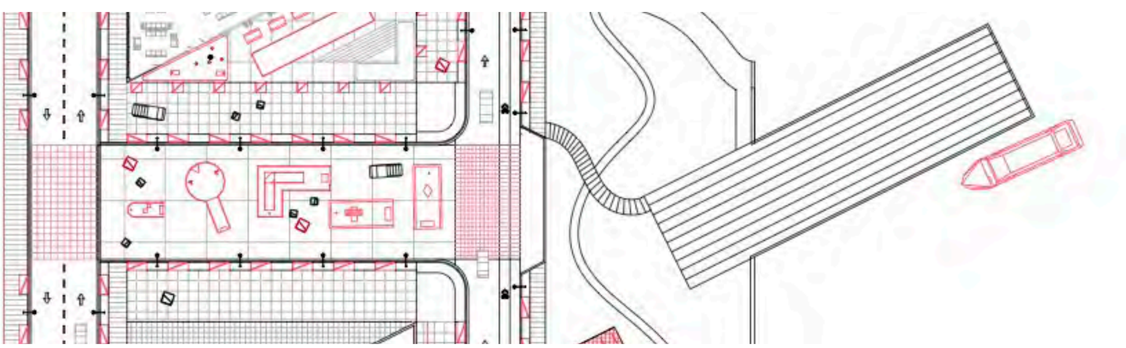
This drawing demonstrates another function of the secondary path: its innovative paving features that allow items to plug into the ground floor and temporarily take over designated spaces throughout the site. Each building will be responsible for the first 30' of pavement space that is located from the facade onward. This division of space disperses the responsibility and liability of the ground floor between all 6 buildings.

## alt-Intersect

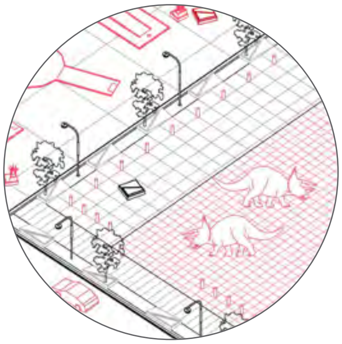
Immersive Street View




Mission Rock - Pedestrian Corridor and a New Ground Floor Axonometric

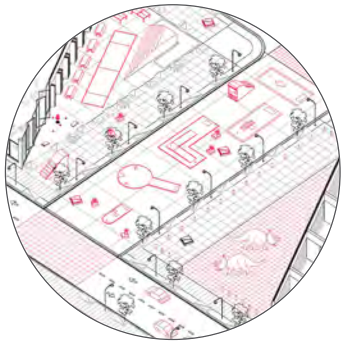


Mission Rock - Pedestrian Corridor and a New Ground Floor Floorplan



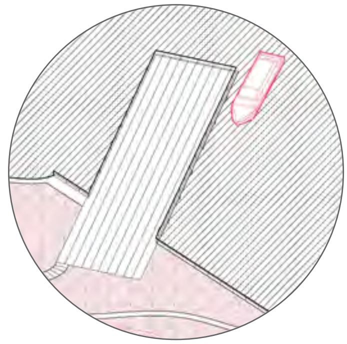
### 1 Maker Space

Large outdoor space alongside the pedestrian corridor allows visitors to witness work occurring in real-time.



### 2 Mini-Golf

The pedestrian street is wide enough to accommodate various actives throughout the day...like mini-golf!



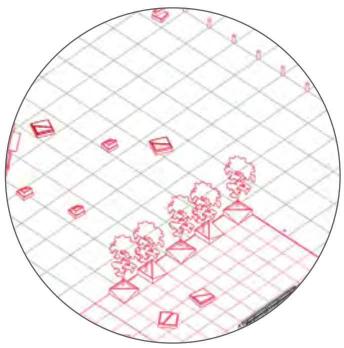
### 3 Water Taxi

Between Pier 48 and Pier 50 a new taxi ferry service connects the East Bay with Mission Rock.



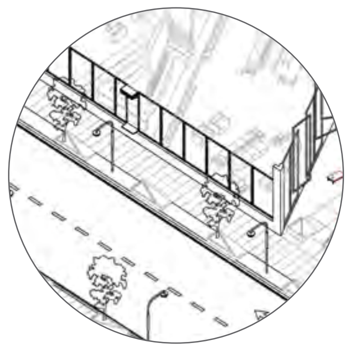
### 4 Car-Sharing Zones

Along 3rd Street, areas are reserved to be used by Lyft, Uber and other ride-sharing providers.



### 5 Multipurpose Surface

Various surfaces providing unique features are found throughout the site.



### 6 Flexible Facade

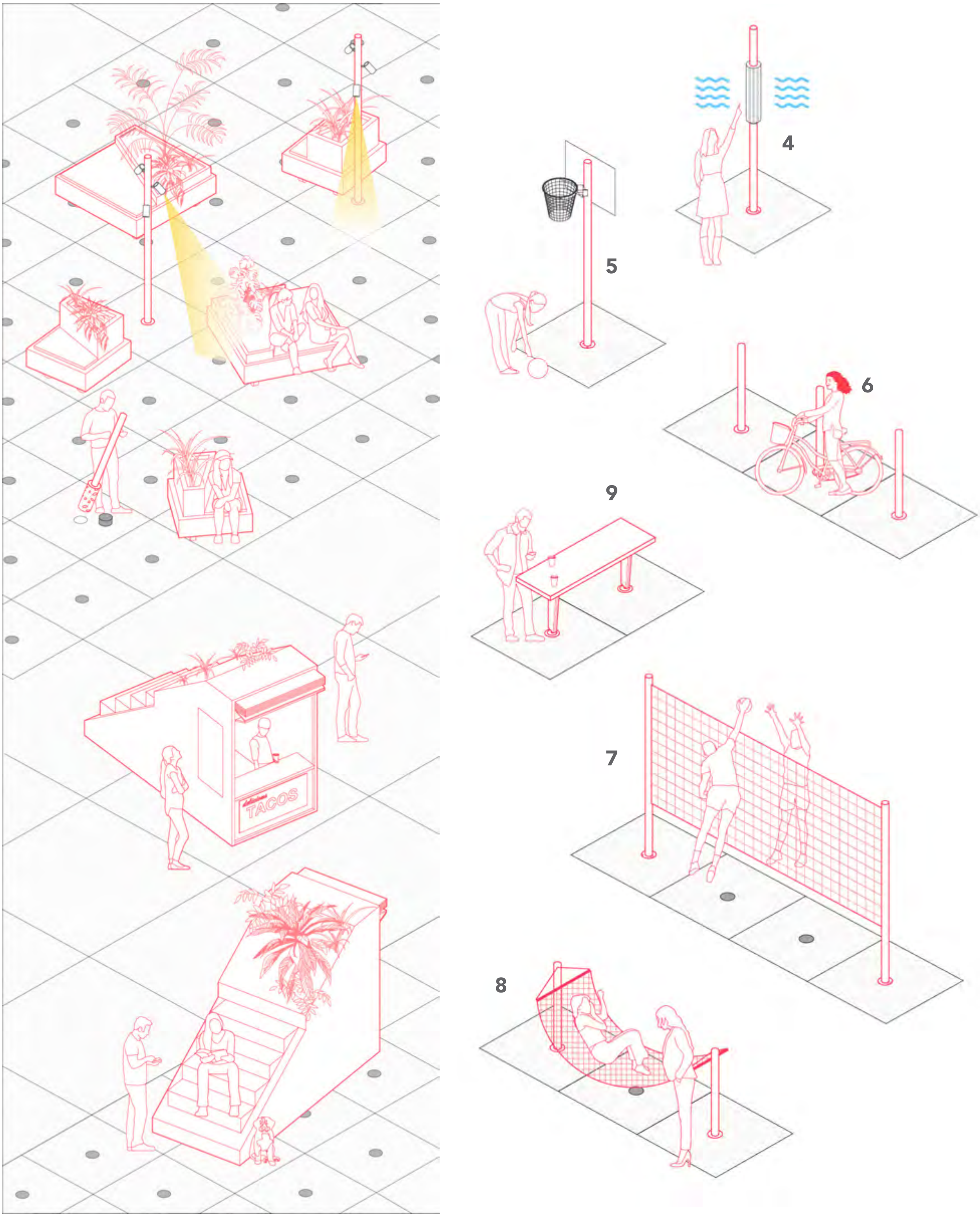
Facades can be converted into take-out windows.

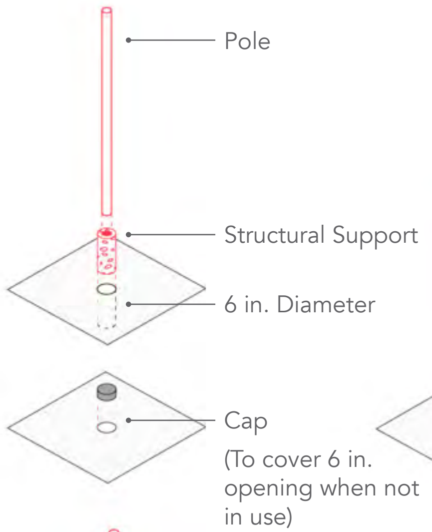
## *Immersive Street View*

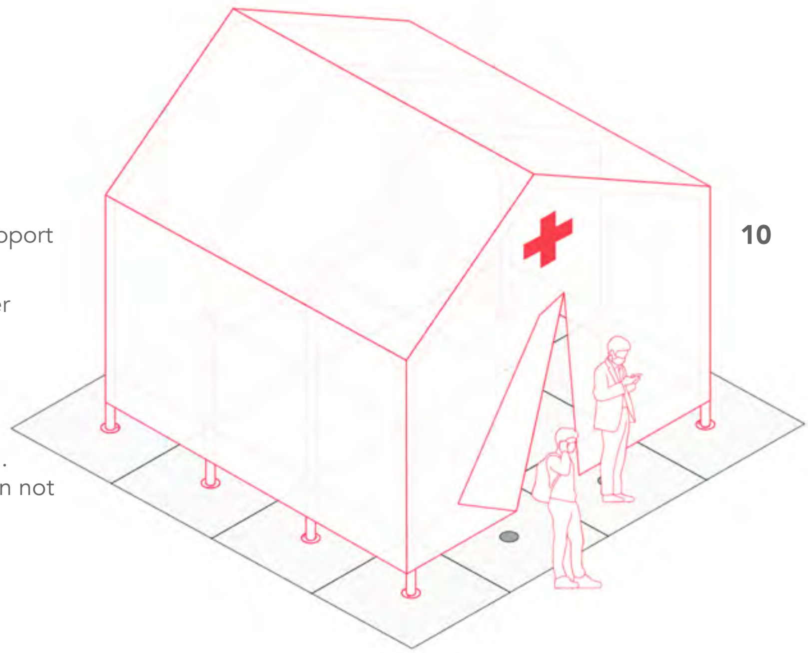
Activities can fluctuate in parallel with the growth of Mission Rock, thereby creating a resilient framework capable of withstanding temporary and unforeseen events. A flexible space speaks to the site's previous life serving as both a parking lot and a venue for tailgating events. As Mission Rock moves forward with its new development, my proposal adds to Tishman Speyer's masterplan by introducing temporary programming throughout the site's main public corridor.

**alt-Intersect**

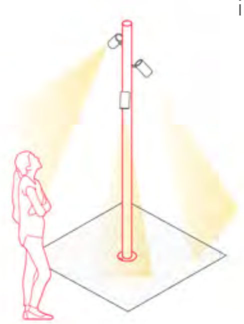
A Multi-Purpose Ground Floor





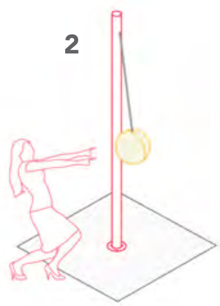



10

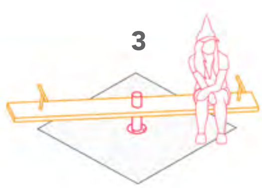


1

2



3



## *Plug-In Elements*

**1** Lights

**2** Tetherball

**3** Seesaw

**4** Heatlamps

**5** Basketball

**6** Bicycle Parking

**7** Volleyball

**8** Hammock

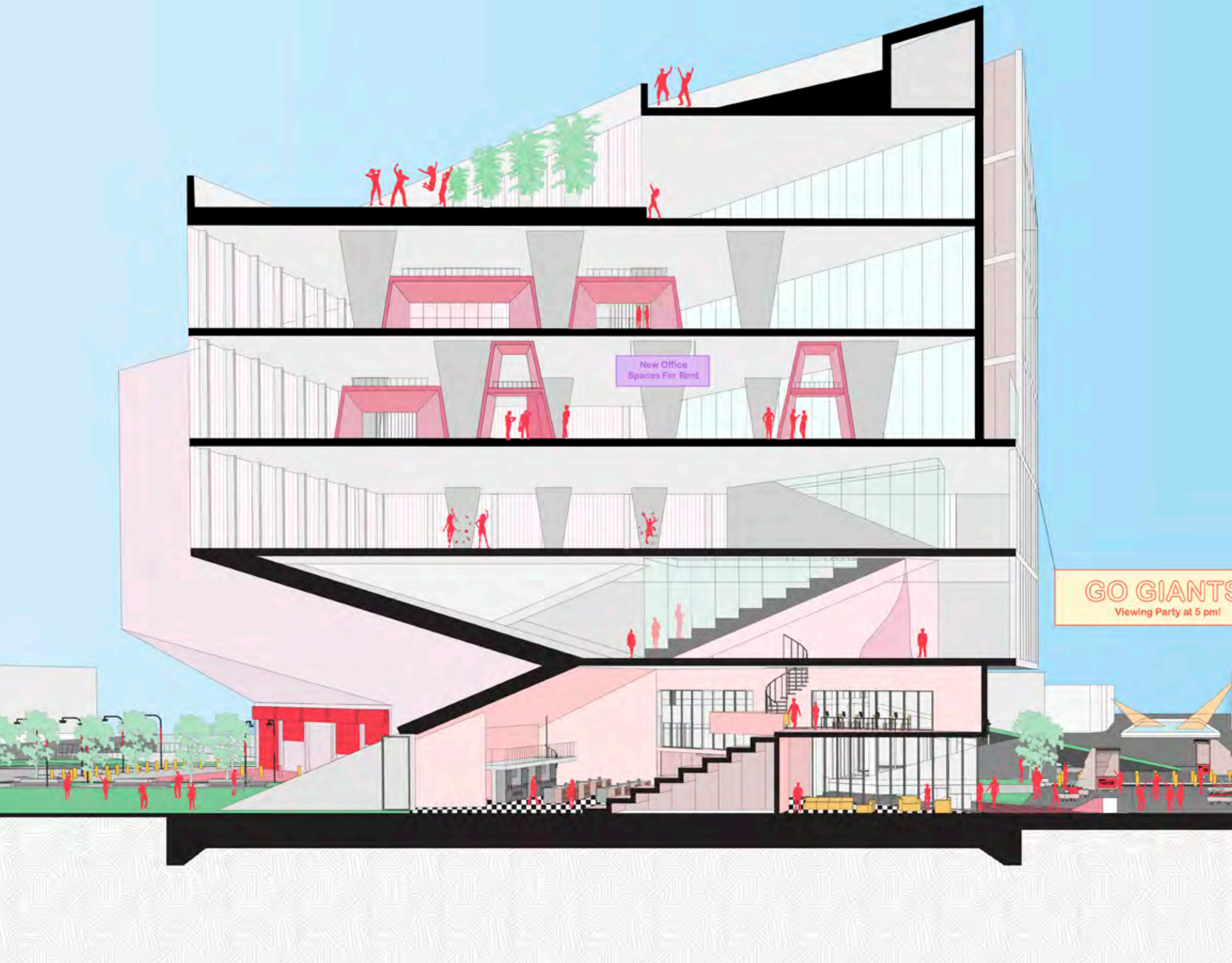
**9** Rotation Bar

**10** Medical Tents

## *A Multi-Purpose Ground Floor*

Each pavement module contains a 6 in. diameter opening which provides the structural support needed for the “plug-in” elements. The pavement helps guide visitors throughout the site but it also provides the infrastructure for temporary activities.

**alt-Intersect**
Section Perspective






## *Section Perspective*

A view of one the main corridors of Mission Rock shows an active street both outside and inside the buildings. The ground floor is revitalized through multi-purpose parking garages and program that deviates from the standard retail spaces.

**Tide of Knowledge**
Counter Proposal



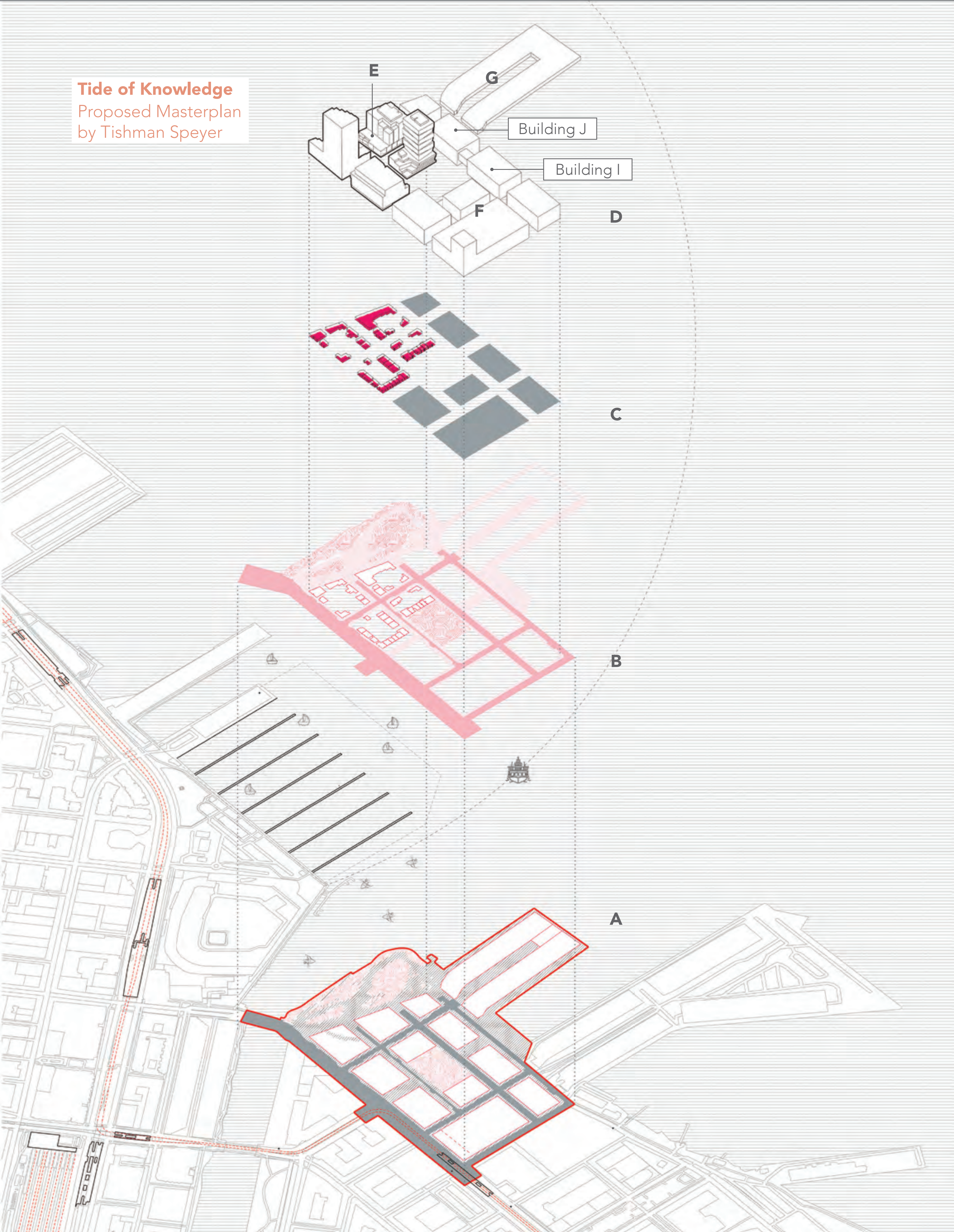
# *Tide of Knowledge*

**James Ayling**

Tide of Knowledge re-imagines the ground floor by introducing curved surfaces that allow for versatility and multi-operational activities. These new spaces create zones that focus on education, socialization, and engagement.

Due to Mission Rock's location next to the San Francisco Bay, Tishman Speyer's masterplan, designed the development in anticipation of an increase in sea-level rise. This strategy means the entire site will sit 4' above existing grade, thereby placing all of the buildings on a pedestal-like platform.

This proposal uses the change in the sea-level rise as an opportunity to intensity the edge condition between Mission Rock and the bay, thereby creating a new building and ground typology that not only keeps water away but uses it as an opportunity to teach children and adults about the environment.


Tide of Knowledge
Proposed Masterplan
by Tishman Speyer
E
G
Building J
Building I
F
D
C
B
A




**1** Atwater Tavern



**2** Outdoor Seating



**3** Pier 48 From Above




**4** Inside Pier 48




**5** The Yard



**6** Proposed China Basin

## *Legend*

**A** Mission Rock Perimeter

**B** Vehicle + Pedestrian Circulation

**C** Proposed Parcels

**D** Proposed Building Masses

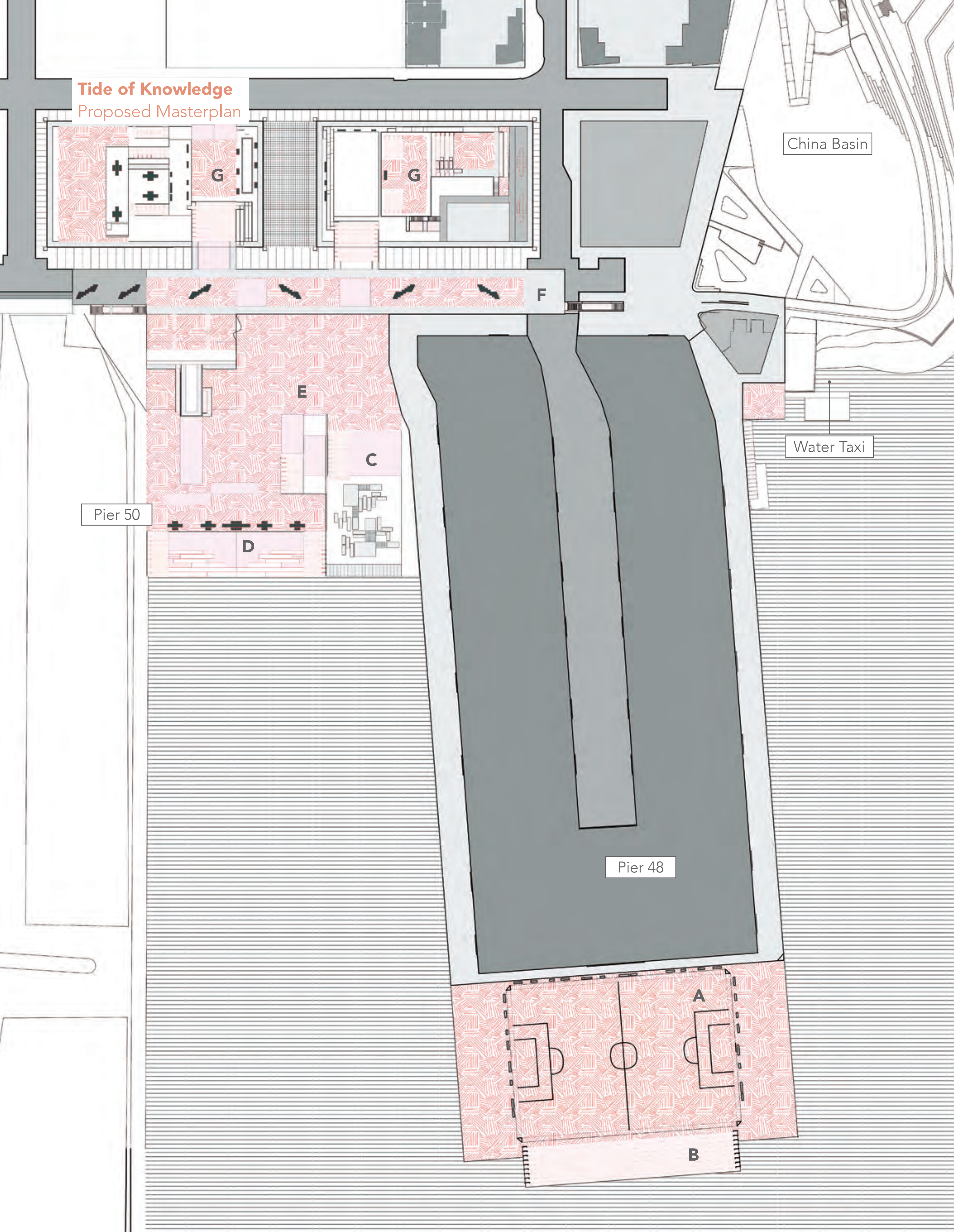
**E** Phase One Buildings to Remain

**F** Phase Two - Phase Four Buildings

**G** Hangar 48 - Area of Focus

## *Masterplan Axonometric As Proposed by Tishman Speyer*

The exploded axonometric shows the multiple layers of Mission Rock. Tishman Speyer, the developer overseeing the masterplan design and construction, has divided the site into 4 phases. Currently, only phase 1 has been designed and is currently under construction. The area of focus, Pier 48 and buildings J and I, are part of future developments. That is, the buildings have yet to be designed but are anticipated to serve as "flex-space," thereby allowing a variety of unspecified uses for this particular portion of the site.


Tide of Knowledge
Proposed Masterplan
China Basin
G
G
F
E
C
D
Pier 50
Water Taxi
Pier 48
A
B

## *Ground Floor Proposals*

**A** Soccer Court

**B** Stadium Seating

**C** Children's Playplace

**D** Sea-Rise Observation Deck

**E** Recreation Space

**F** Food Truck Zone

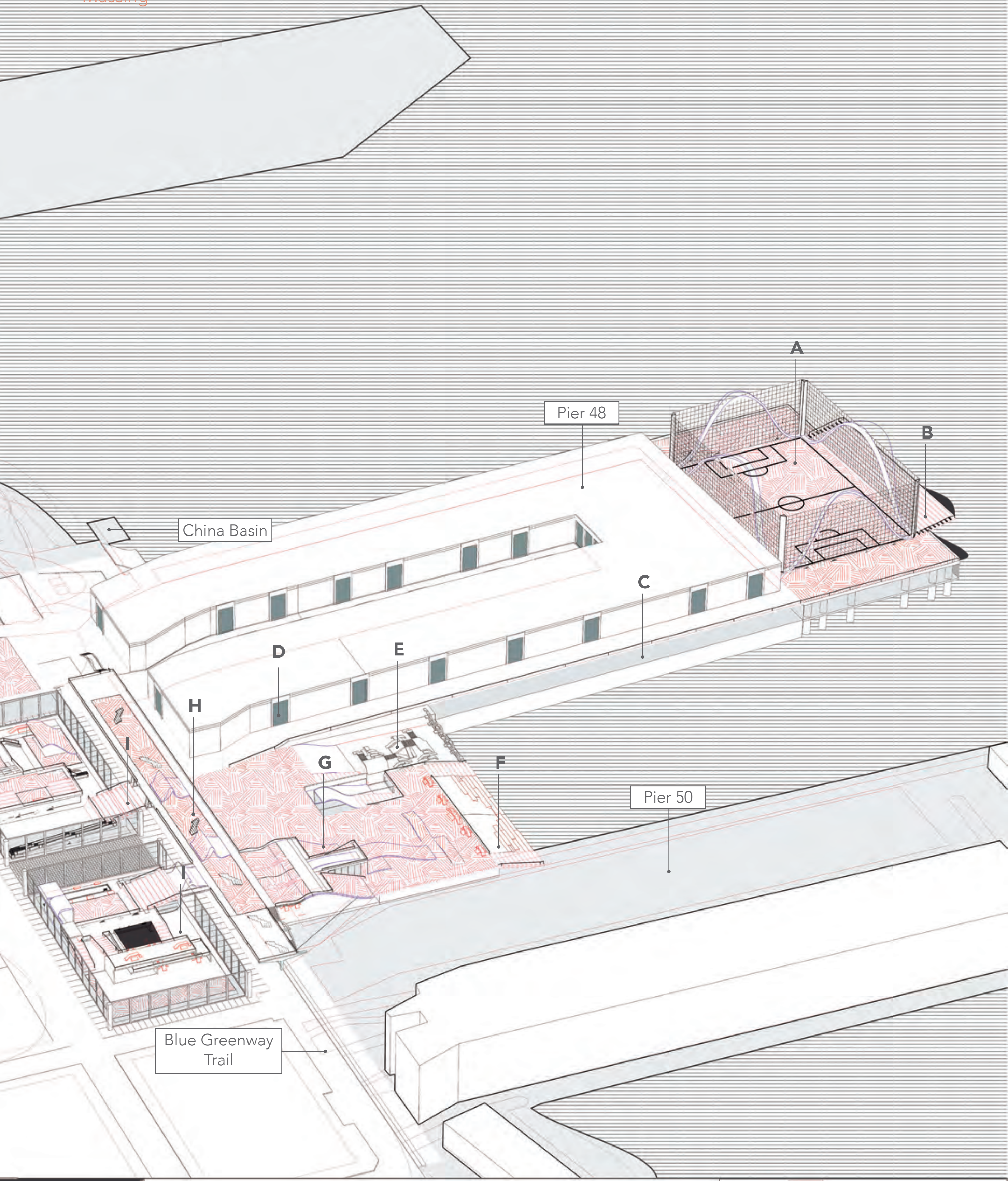
**G** Multi-Use Space

---

## *Proposed Masterplan*

Mission Rock is located in the north portion of the Mission Bay neighborhood. Currently, the site operates as outdoor parking, holding approximately 2,000 vehicles. This proposal focuses on the edge condition between Mission Rock, Pier 48, and the bay. As a site designed in anticipation of sea-level rise, this proposal takes that strategy further and uses it to help drive a new ground condition for the development.

**Tide of Knowledge**
Massing









**Mixing Program and Surface**

Initial study using wax to help visualize the distribution of program along a surface.

**Sweeping Surfaces**

Using paper, the the surface can be manipulated to create immersive space

**Expanding Beyond**

This new surface can expand beyond the site'e boundaries and engage with the water.

## *Ground Floor Proposals*

**A** Soccer Court

**B** Stadium Seating

**C** Marine Biology Research Center

**D** Existing Hangar Entrance

**E** Children's Playplace

**F** Sea-Rise Observation Deck

**G** Recreation Space

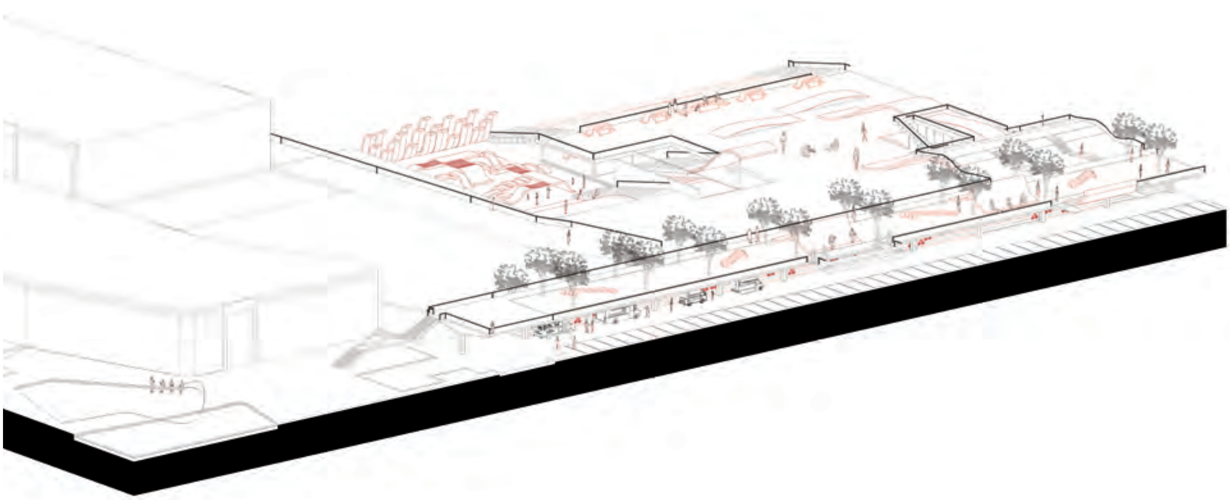
**H** Food Truck Zone

**I** Multi-Use Space

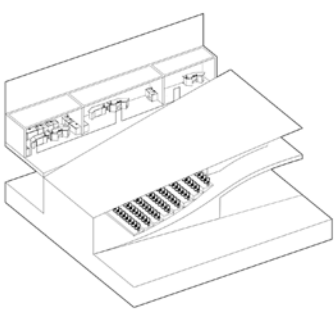
## *Proposed Masterplan Axonometric*

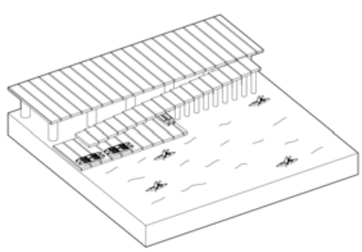
The axonometric demonstrates the area of study, which includes Pier 48 and the two of the Tishman Speyer buildings. Because recreation, science, and research operate in unison under this proposal, the curved surfaces that run through the site helps connect the three program typologies. The pier is left mostly intact to preserve its exterior aesthetic. Towards the end of the pier, however, a soccer court has been added as an opportunity for visitors to enjoy a scenic view.

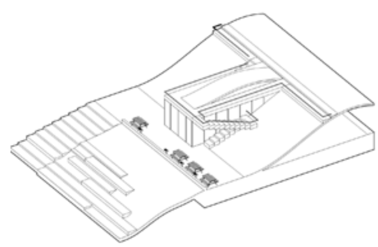
**Tide of Knowledge**
Immersive Street View



Mission Rock, Pier 48 - A playground for children and adults.







### Multi-Use Planes

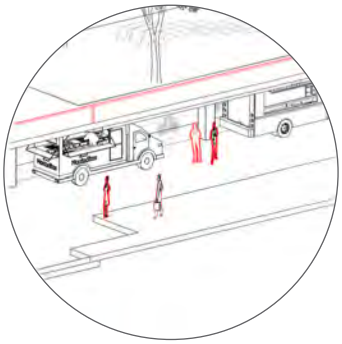
Lecture Halls and Labs

### Ground and Water

This launching ramp allows visitors to take in the site right next to the open water.

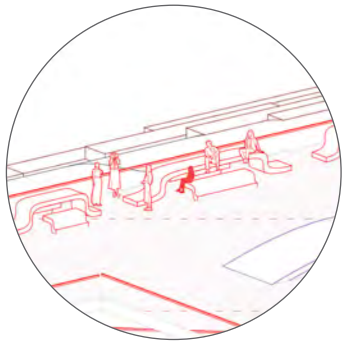
### Learning From Sea Level Rise

By extending downward into the water, people can see the change in tide over time.



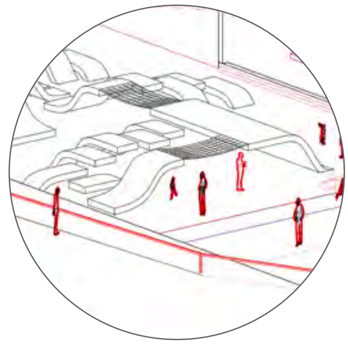
### 1 Food Trucks

Food trucks bring new types of food to the area.



### 2 Walk in Water

The sloped surface helps bridge the gap between new residential development and the environment.



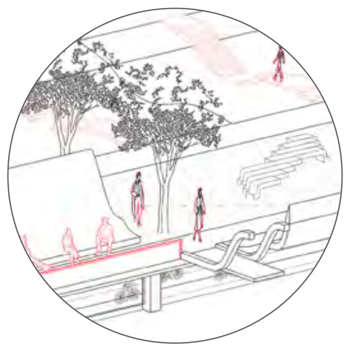
### 3 Shaded Seating

Tables and seating areas that respond to the terrain.



### 4 Childrens Playground

Playground for children near the waterfront.



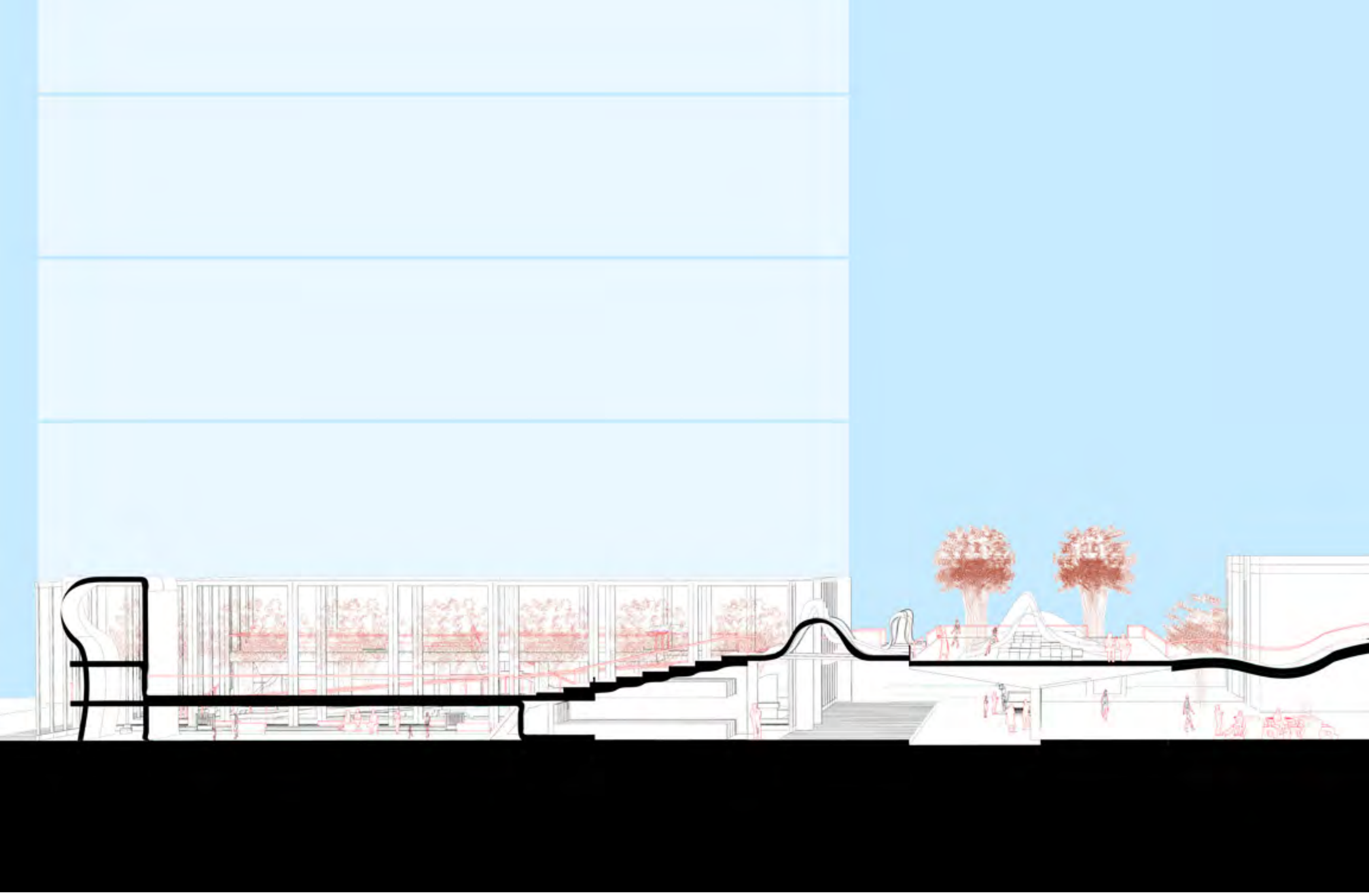
### 5 Upper Level Walkway

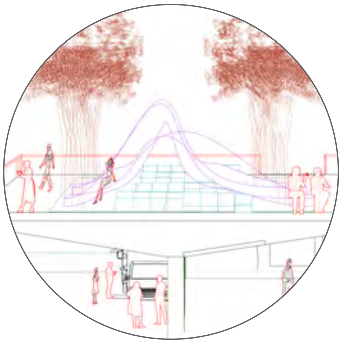
Tables can be found underneath the elevated surface and next to the educational museum.

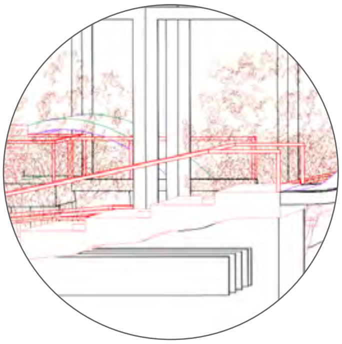
## *Immersive Street View*

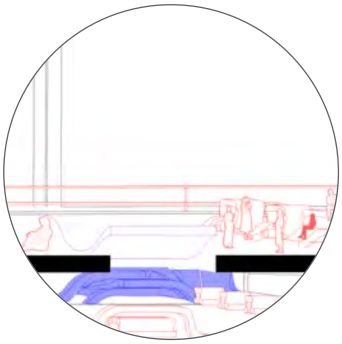
Throughout the Mission Rock, moments of temporary activity and play help create a fun experience. The proposed site has a similar typology to that of SCAPE's China Basin. However, unlike China Basin, this portion of Mission Rock focuses on the sea-level rise as an opportunity to re-imagine the ground floor. Curved surfaces can be found around the perimeter of the site, including inside the buildings themselves, bringing with it an alternative ground condition that creates unique views and immersive experiences.

## Tide of Knowledge
Section Perspective









### Bridge Connecting Spaces

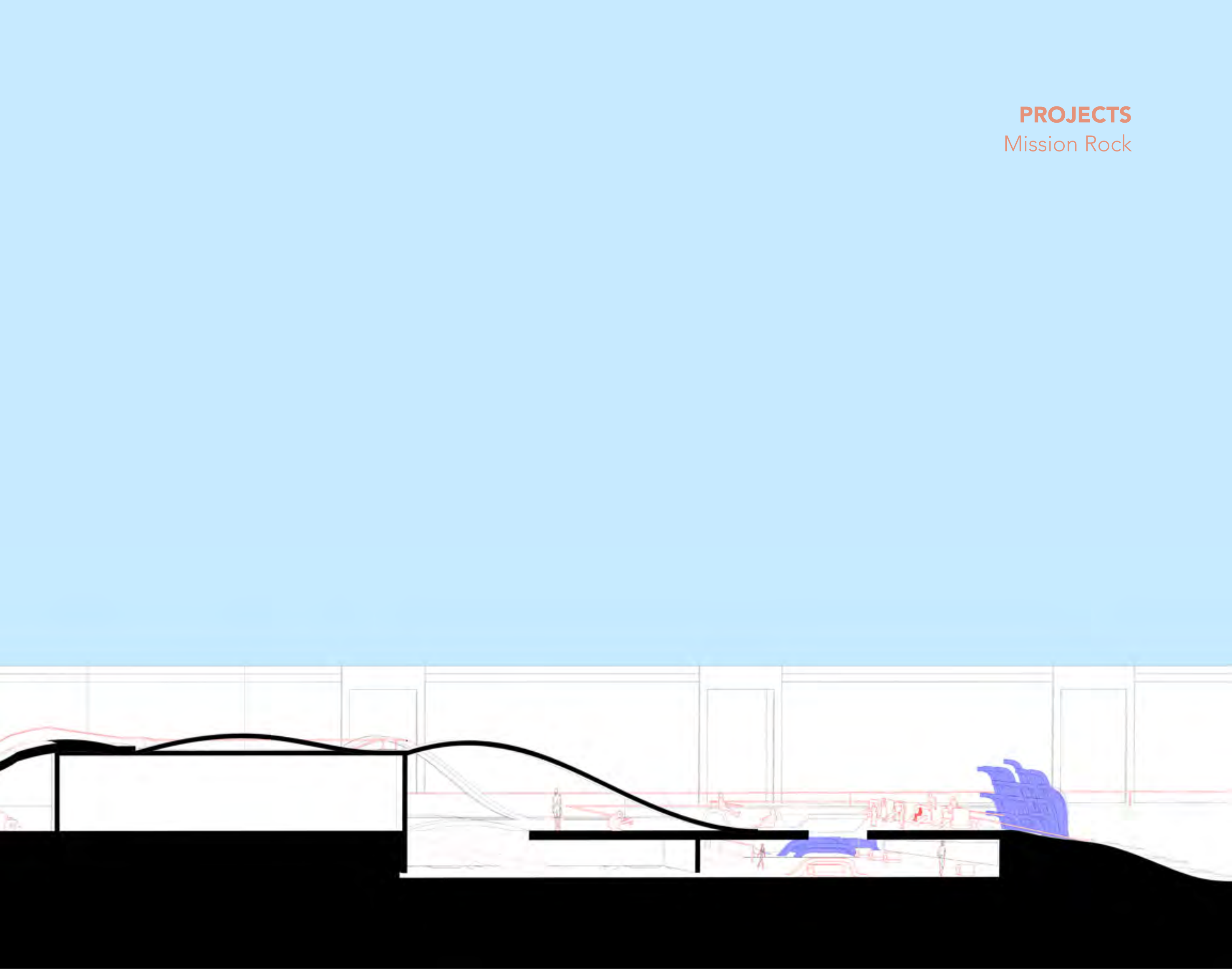
A bridge connects the outdoor recreation area and the second floor of the adjacent building.

### Lecture Halls

Lecture halls have green spaces that divide and segment off conference rooms and stadium seating for presentations.

### Connecting the Top and Bottom

The ground level visually connects the top level for both light and ventilation.



## *Section Perspective*

The section cuts through the site and demonstrates the edge condition between Mission Rock and the San Francisco Bay.

*...retail goes beyond simple economics and merits the attention of policy. So if retail matters [and] is in a steep decline and resources are finite, just what is worth saving?*

# *Outer Mission*

## Urban Retail: Dream, Nightmare and Reality

**Ben Grant**
Urban Design Policy Director, SPUR

**Sidewalk retail is special**
The ballet of the urban sidewalk, conjured indelibly in the prose of Jane Jacobs, is one of the fundamental urban scenes. The interplay of public and private spaces, of commerce and community in a specific spatial relationship is as potent a distillation of city life as exists. But it's also a nostalgic trap, tempting us to idealize a bygone economic logic and muddling our thinking. The glut of storefront spaces, required by code, that abundantly plague urban development are monuments to our confusion. So are the full ones. But lately vacancy is winning, leading many to wonder if retail as we know it is dead.

**"Gone with the hogshead, cask and demijohn..."**
So goes the line uttered by the traveling salesmen in The Music Man as they mull the death of the dry goods store, giving way to Montgomery Ward and Sears Roebuck. As the *atelier* gave way to the grands *magasins*, the department stores to the lifestyle centers. Barnes and Noble slew the corner bookshop and was in turn slain by Amazon. As was everything else. Except the corner bookshop, which, unaccountably, came to thrive again.

**Retail is just business...right?**
Profit-seeking is not usually listed among the civic virtues in the

progressive enclaves of Blue America. Community is sacred, but business is profane. Not bad, intrinsically, but earthly, self-interested, amoral. Not to be snuffed out, nor to be revered or nurtured. We want government to set fair rules, establish guardrails to limit social and environmental damage, then let a thousand flowers kill or be killed. Government is notoriously bad at picking winners, and the law of the jungle is also the beauty of an ecosystem, generating exquisite adaptations through lethal competition. Consumers want what they want, and although they claim to want basic services arrayed on charming walkable streets, their dollars say they want anything on earth delivered to their front porch with free two-day shipping.

**Retail is special because retail is spatial**
But this kill-or-be-killed retail Darwinism misses the complex and contradictory roles that retail plays in the city. First, retail provides essential services that make urban living possible. If cities are to live out their promise as the platform of a sustainable future, access by proximity is their core advantage.

Second, any urban designer will tell you that retail arrayed in storefronts along public sidewalks is a basic building block of a functioning public realm, supporting the sociable mixture, humanizing comfort, and sense of a collective at the heart of a democratic society. Though critics rightly point out the racial and economic inequities of access to these spaces, the urgency of these critiques only underscores the importance of this contested territory.

Third, retail is a unique mechanism of economic opportunity. From the corner store to the family restaurant, retail has long offered a pathway for people of modest means to serve and benefit from their local communities.

Finally, retail is culture. Many of the most specific identifiers of a city and its culture are retail experiences – what we eat, drink, or wear. Where and how we gather, celebrate, and mark time; a redoubt of distinctiveness against the global tide of sameness.

So, in a variety of ways, retail goes beyond simple economics, and merits the attention of policy. So if retail matters, retail is a steep decline, and resources are finite, just what is worth saving?

**Some retail is more special…right?**
This takes us to a place that often begins with passionate clarity, but quickly collapses into murky complexity: the politics of retail virtue. What is a "good" business that merits policy support? Few would support heroic public measures to prop up a Burger King, and many would look for ways to help a thriving immigrant family restaurant.

But in between lies a large, murky gray area. Is a deserving business unique? Long-standing? Small? Owned by the disadvantaged? Must it occupy a sidewalk storefront, or can it be in a strip mall? Is a family-owned liquor store more worthy than a venture-backed salad bar? What about a marijuana dispensary? And when does support for the things we want drift into an unfair subsidy for a marginal enterprise?

San Francisco has established "formula retail controls" to keep large chains out of neighborhood retail districts. But more than once, "authentic" homegrown businesses have flourished, creating enough outlets to constitute a dreaded chain. Related efforts to support and subsidize longstanding "legacy businesses" failed in part on the question of who would be sufficiently deserving.

**Conclusion**

Enter COVID-19, and the retail apocalypse is in overdrive. A general trendline has become an immediate existential crisis, and cities are scrambling to respond quickly.

They are deploying the public right of way for seating and queuing, reducing fees, allowing a broader range uses, and slashing complex regulations. They are pushing multi-lingual and culturally-competent support services into less affluent retail districts, bypassing those that are well-positioned to help themselves.

We are in uncharted waters, and the only certainty is that there will be casualties and long-lasting impacts. These student proposals began as academic explorations, but quickly became real-time contributions to an urgent crisis. They explore physical approaches to both the public realm and private spaces, innovations in governance and management, and reconsiderations of the uses and activities that might occupy the seams among commerce, community, and public life. They could not have come at a better time.

## Mission Crystallization
Existing Condition



# *Mission Crystallization*

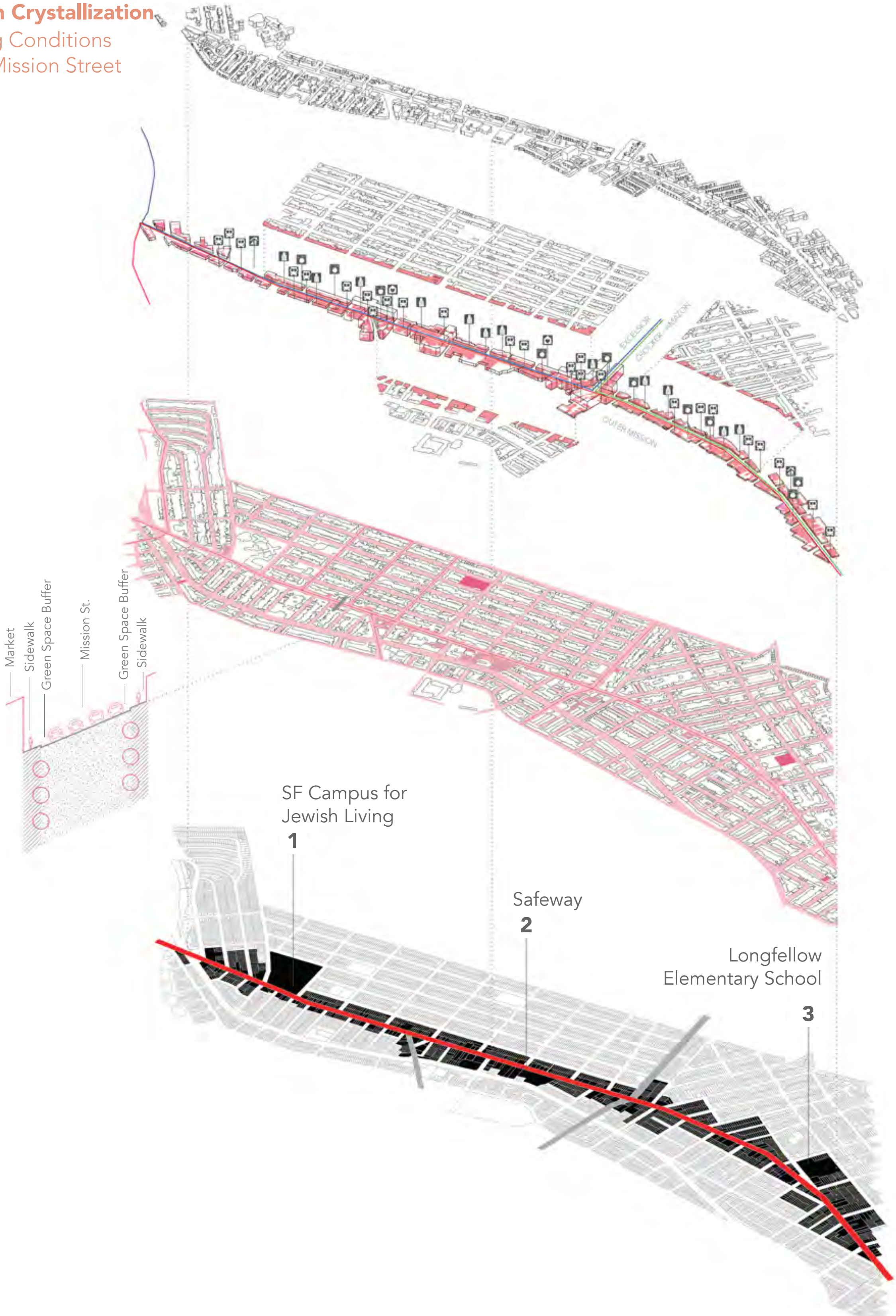
## Elmer Wang

Outer Mission Street, a 2.2 mile-long neighborhood commercial corridor, has been experiencing a decline in occupancy and vibrancy of public life. The neighborhood suffers from two primary problems: limited open public space and sparse variety in retail. This proposal aims to resolve both issues through a strategy of "Crystallization" - whereby a series of tactical interventions accumulate over time to reformat the street-scape and architecture into a new, vibrant, and varied pedestrian corridor. The first move in this process is to resolve the lack of open space via a radical widening of the sidewalk and the partial elimination of street-side parking. Additionally, some of the cross-streets with Mission will be sealed off to auto traffic, to reclaim the intersection space for parks and public spaces. Even more reclaimed space will be acquired from decommissioning select vacant lots or obsolete storefronts and converting them into parks, filled with art, performance spaces, and other amenities.

The second move in this Crystallization strategy is to de-densify the redundant and under-performing retail space between major intersections in a two-step process: first, a select set of vacant or under-performing properties are consolidated and rebuilt into a single, larger incubator building. The incubator will possess a tall ground level as well as multiple flexible levels above, hosting a variety of accessory programs. The ground level could host a single retail outlet or incubate several smaller vendors. Additionally, as old storefronts age-out, become vacant, or are sold, the new owner or new owner or the Outer Mission BID (which would have first right of refusal on purchasing properties) would be incentivized, through zoning exceptions, to add height and additional square footage in exchange for meeting a series form-based code requirements. These requirements would make the ground floor taller, more porous, and set further back from the street, which would provide additional space for other flexible models of retail and community programs. Over time, the street would become more varied both in storefront width and height, and becoming more visually interesting.

## Mission Crystallization

Existing Conditions
along Mission Street






**1** Laundromat



**2** Small Storefronts




**3** Grocery Market




**4** Large Retail



**5** Barren Sidewalk



**6** Empty Storefront

---

## *Legend*

| | | |
|---|---|---|
| Assisted Living Facility | Nail Salon | Public Space Within Retail |
| Community Center | Bus Stop | Parks |
| Laundromat | N.C.D. | Parking Lots |

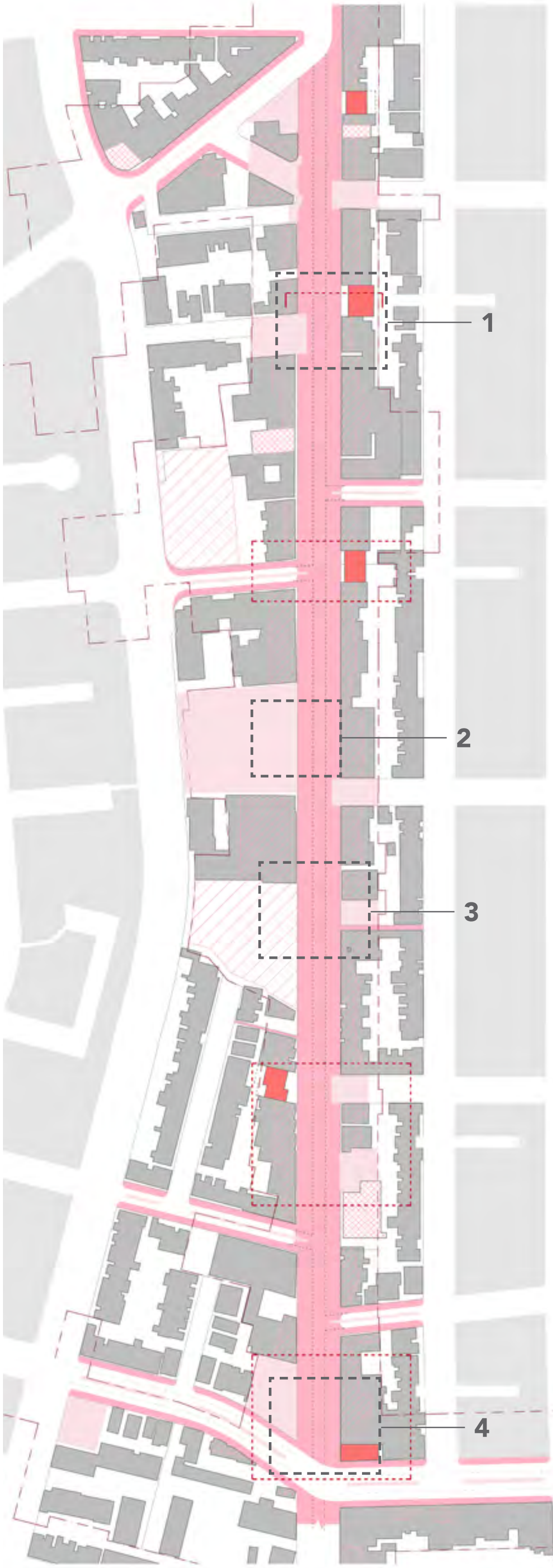
---

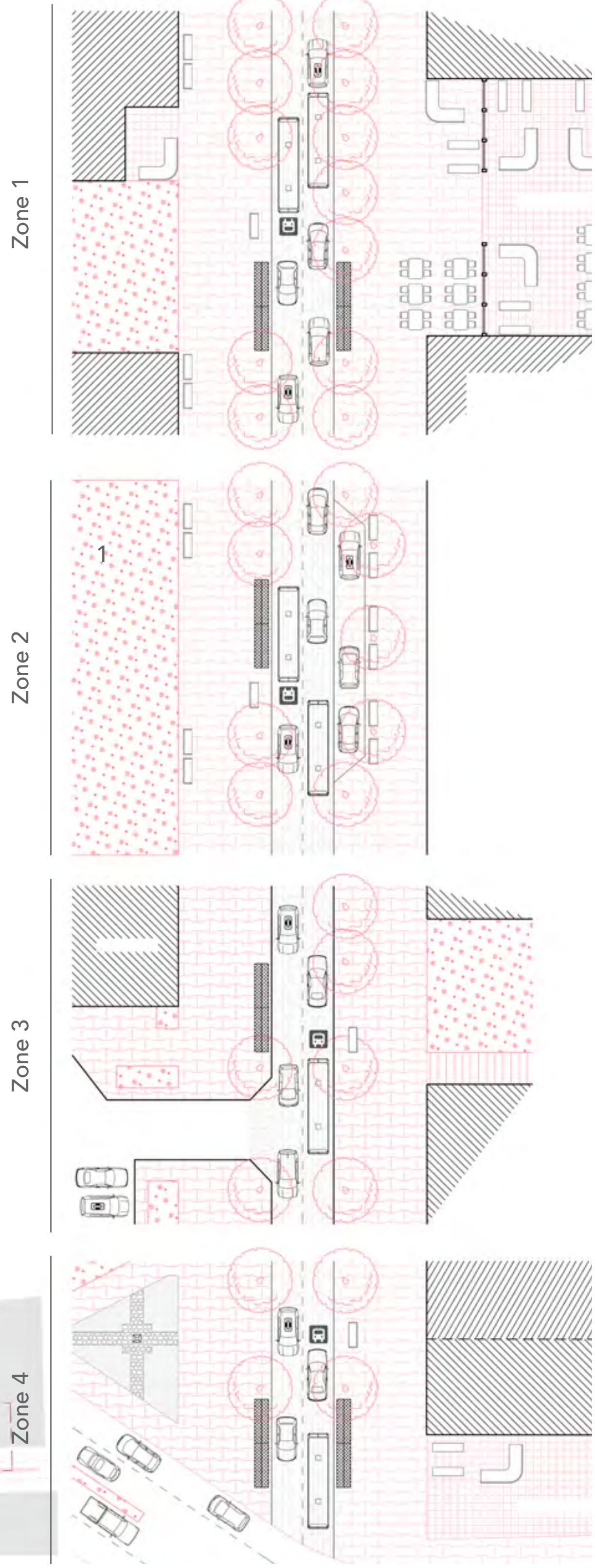
## *Existing Conditions Along Mission Street*

Existing demographics along Mission Street are primarily Latino, Filipino, Asian, and Black communities. Numerous farmer's markets selling fresh produce are seen along with smaller restaurants scattered across the length of Mission Street, most of which are independent and non-franchise. Primary programs consist of barbers, salons, laundromats, auto repair, smoke shops, dental/optometry, tax/legal consultants, restaurants, and farmer's markets. A few unique buildings stand as landmarks in a relatively monotonous commercial thread. Public Spaces are limited.

**Mission Crystallization**

Proposed Masterplan



## *Legend*

- Extent Of Existing N.C.D
- Greenspace / Encounter
- Public Space
- Semi-Public Space (e.g. Community Center)
- Semi-Private Space (e.g. Restaurants But Not The Kitchen)
- Private Space
- Incubator

## *Zoom Legend*

- Walk Paved Area
- Center Road Area
- Traditional Roadcover
- Covered Open Space
- Planted Area

# *Proposed Masterplan*

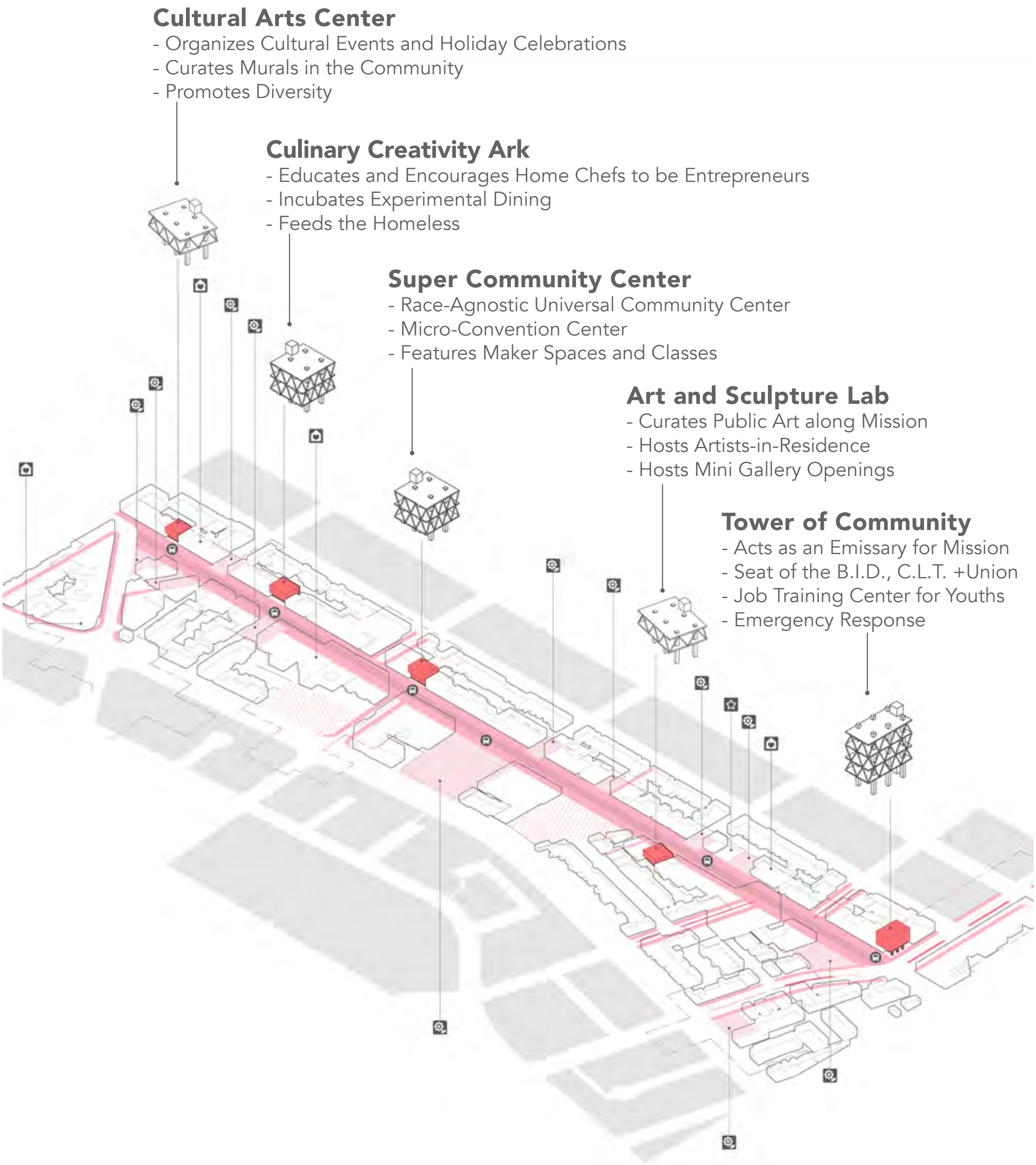
Mission Street is a 2.2-mile long neighborhood commercial corridor. It suffers from two main problems, first off, the road is wide and dangerous: cars drive fast, several of which have hit pedestrians on occasion, biking is almost impossible, buses run unreliably, and the sidewalk is narrow and dirty. Secondly, the relative homogeneity of the retail offerings. One might find twp nail salons next door to each other, and then a third across the street. And then two more a block down.

This proposal can be understood in two parts: First, establish a Business Improvement District (BID) to invest in the neighborhood, the storefronts, and public spaces. As it stands, each business keeps to itself, attempts and fails to operate in a vacuum ignorant of their neighbors, and generally does everything it can to keep people off the sidewalk. The sidewalk, in this way, is one of the biggest culprits here. The neighborhood lacks open spaces and very few people walk around the area.

Secondly, in a drastic overhaul, Mission Street will be reduced from four lanes of traffic and two parking lanes to a mere two lanes of mostly bus traffic. Mission Street might even be closed to private vehicles on occasion, giving the buses clear routes on which to drive and increasing their reliability. The mass reclamation of the street for sidewalk space would make Mission Street an incredibly walk-able street, as well as giving restaurants space to set up outdoor dining, and retail outlets to set up kiosks, drawing curious walkers in. The narrowing of the road creates various opportunities for green space, parks, even more trees, and "encounters" which create gathering points and visual interest.

# Mission Crystallization

## Massing



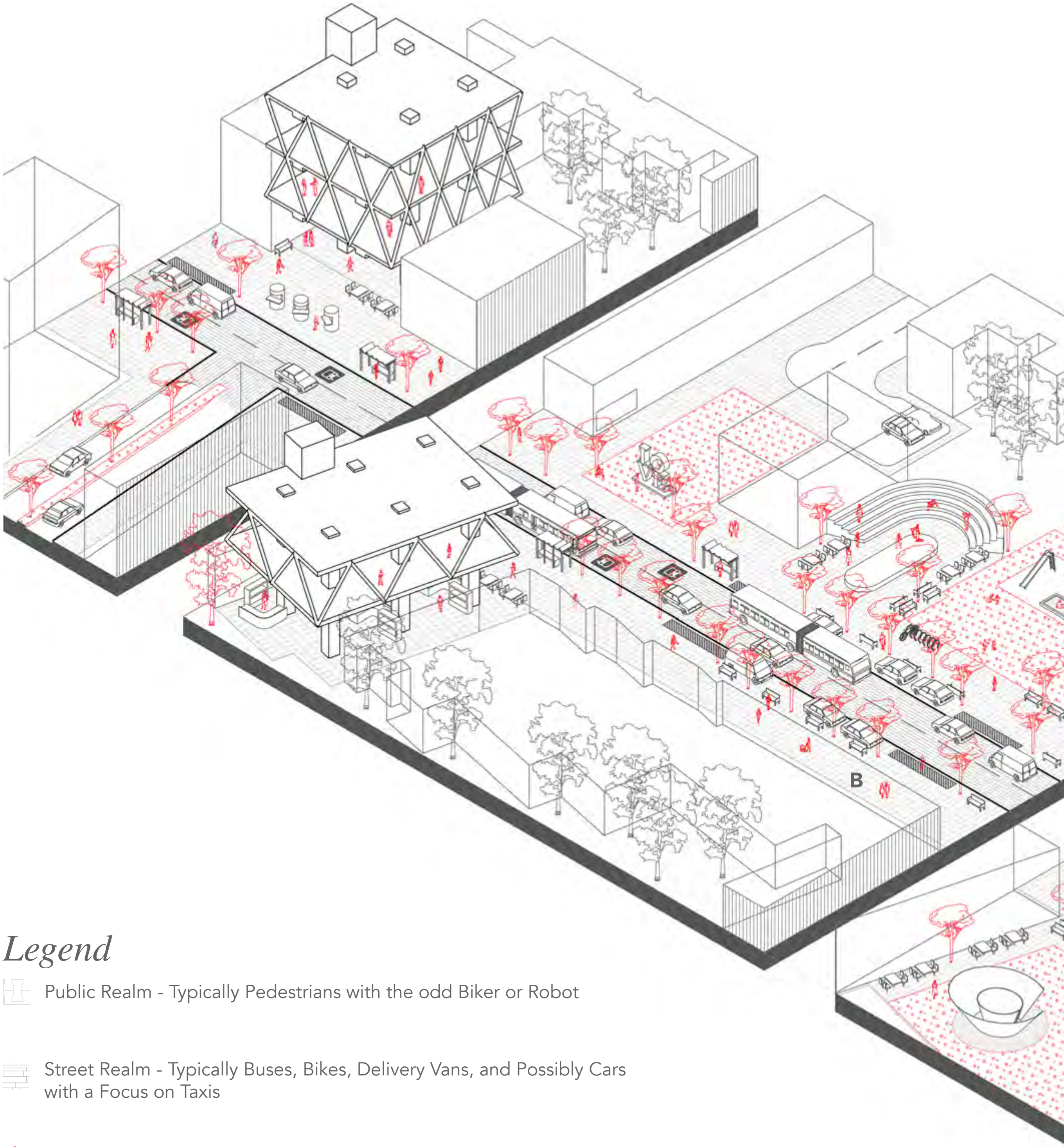
## *Legend*

| Symbol | Meaning | Symbol | Meaning |
|---|---|---|---|
| | Extent Of Existing N.C.D | | Existing Community Center |
| | Park / Greenspace / Community Garden | | New Special Program |
| | Semi-Public Space | | New Park |
| | Public Space | | Modified Bus Stop |
| | Incubator | | |

# *Proposed Masterplan Axonometric*

The incubators take center stage in this proposal. They act as a catalyst for the neighborhood, like a "Seed Crystal" around which new growth and opportunities coalesce. Though their architectural style may vary or change, the codes upon which they are built are fundamental. The ground level is tall, wide, and high. It is typically open and accessible to the public, which is free to flow in and out and interact with its resources. The upper levels host a variety of accessory supporting programs that enrich the tiny businesses growing inside or the surrounding community. Many will host classes or cultural events, and some procure and install art into the community. They are very much a blank canvas onto which almost anything can be painted. To the left, the drawing demonstrates five incubator possibilities. These offer a broad range of services and stand as a base-point of what one might expect out of one of them.

**Mission Crystallization**
Immersive Street Axon




## *Legend*

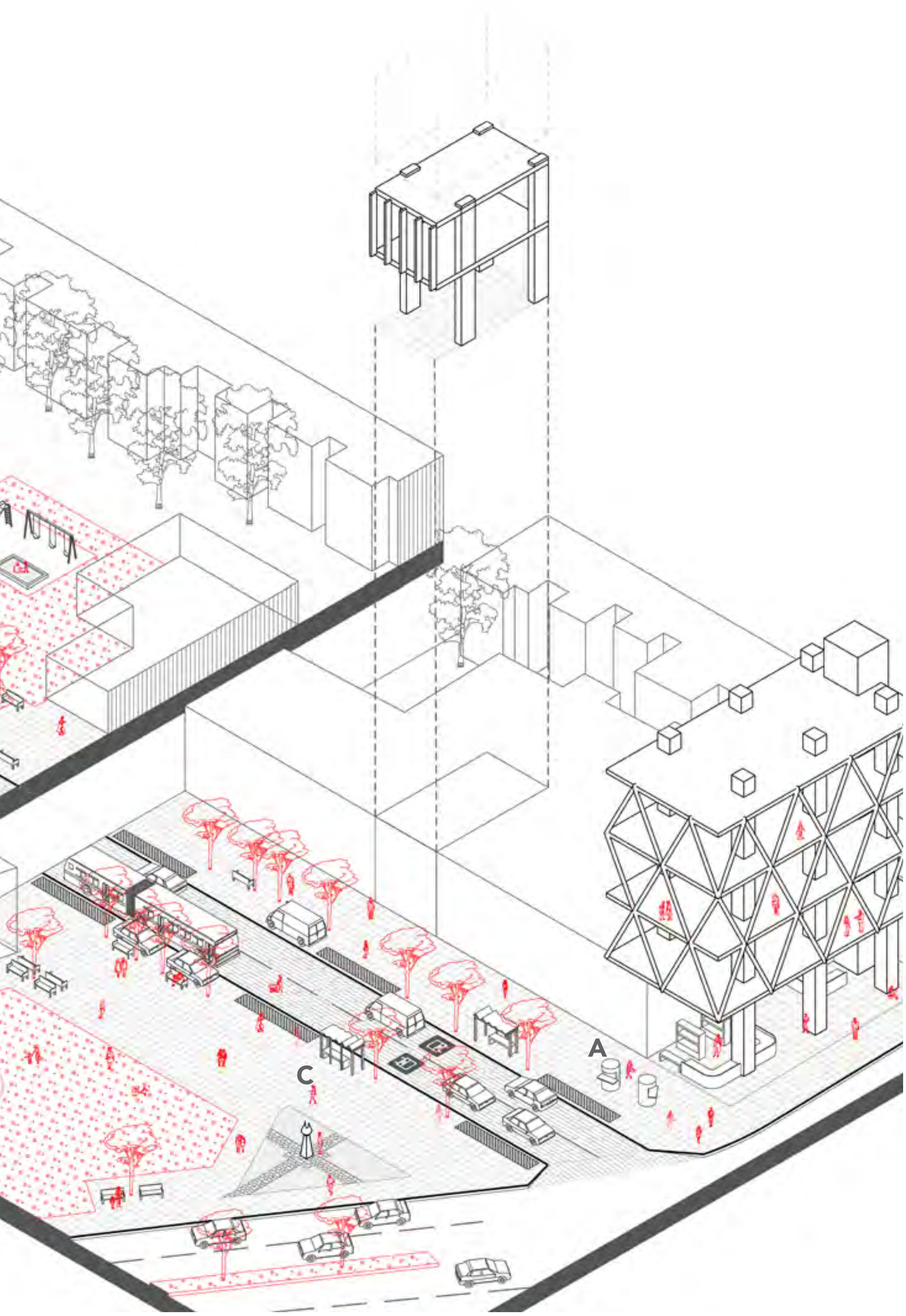
Public Realm - Typically Pedestrians with the odd Biker or Robot

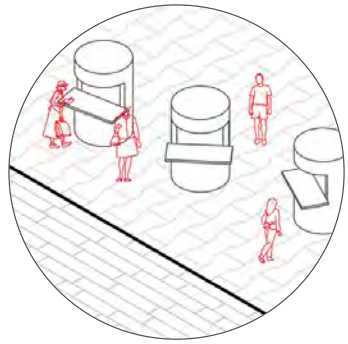
Street Realm - Typically Buses, Bikes, Delivery Vans, and Possibly Cars with a Focus on Taxis

Public Parks, Flower Beds, Victory Gardens, or other Greenery

# *Immersive Street View*

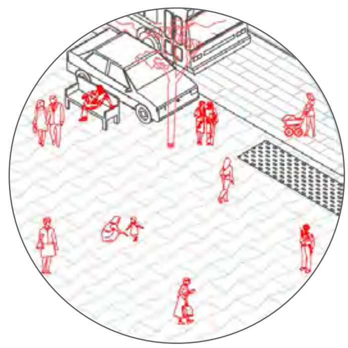
Owner-improvement is done separately from the B.I.D., and would likely be architecturally distinct from the B.I.D.'s building style. However, it would still exists within the space and context of the B.I.D. whose actions and improvement would come to surround them.



### A Micro-Kiosks

The Micro-Retail Kiosk is an informal and flexible type of retailer.



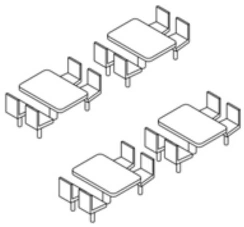
### B Walkable Street

Paving, trees, and benches mark the border between pedestrian and commuter paths.



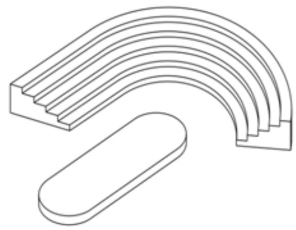
### C Preservation

The B.I.D. would maintain the existing community landmarks and public art such as murals.



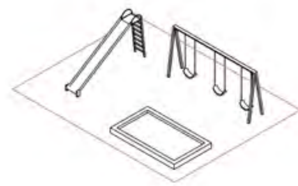
**Outdoor Seating / Dining**

Offers visitors a place to rest.
Promotes being with others.



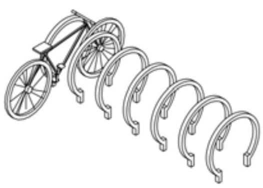
**Micro-Stadium**

Offers visitors a place to rest, a destination to host cultural events.



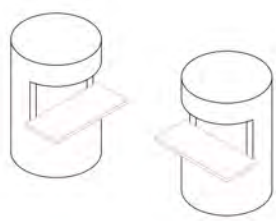
**Stock Playground Kit**

Cheap to construct and a fun place for children to hang out.



**Bike Parking**

Gives a place to secure bikes.
Promotes biking.



**Micro-Retail Kiosk**

Attracts shoppers to Incubator.
Provides samples to visitors.
Introduces customers to products.



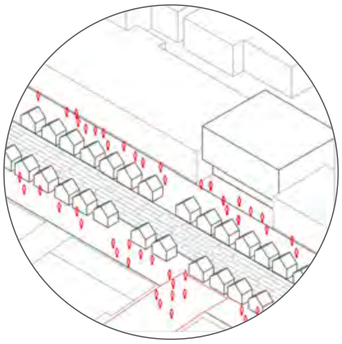
**Shaded Benches**

Gives a place for rest.
Ideal for the elderly community.
Promotes being outside.

## *Catalog Features*

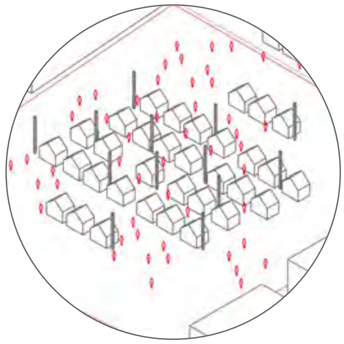
A non-exhaustive catalog of amenities and features that act as a jumping-off point, or a catalyst for meaningful engagement and activation of the street, or as mini-inclusions which attract shoppers and complement the incubators. Some are intended to be placed in the new parks, while others are placed on the expanded sidewalks.

Having a diverse range of offerings is what is important, relevant, and interesting to a broad audience. Failing that, they create the context for a conversation for improvement.



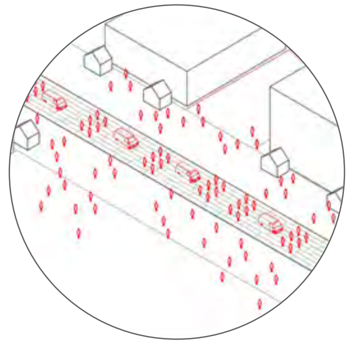
**Farmers Market**

Farmers markets may run the stretch of Mission on both sides, driving foot traffic.



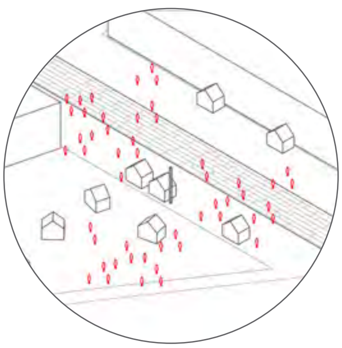
**Night Market**

Special night markets to liven up the nightlife beyond just bars and nightclubs.



**Parades**

Celebrating holidays with parades and special events will drive interest and bring residents outside and attract tourists.



**Informal Retail**

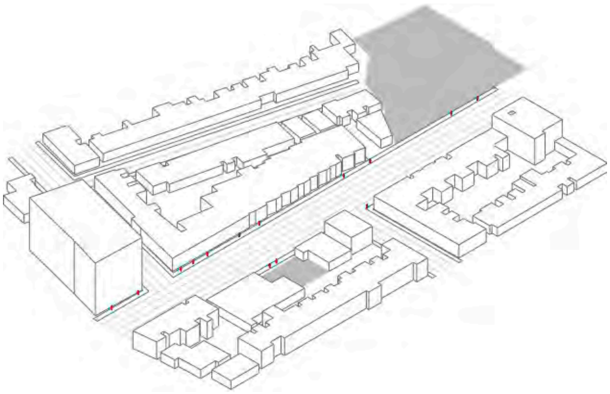
Informal retail events between holidays or during slow market times. High likelihood of selling highly unique or bizarre items, may pique curiosity.

# *Programs*

A non-exhaustive catalog of the various types of events that may occur along the new Mission Street to attract visitors and shoppers. Some events are tied to holidays, others are more spontaneous and unplanned. Regardless of the format, the intention is to make Mission Street a lively and active corridor, with a unified and involved community.

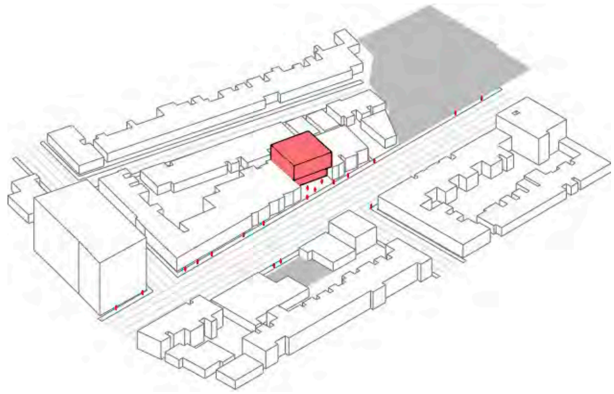
In any of these programs, an Incubator would likely be either the host of the event or the stager of the event. For example, parade floats might be constructed inside one or one might open all of its ground floor doors and invite speakers and guests.

## Mission Crystallization
Phasing



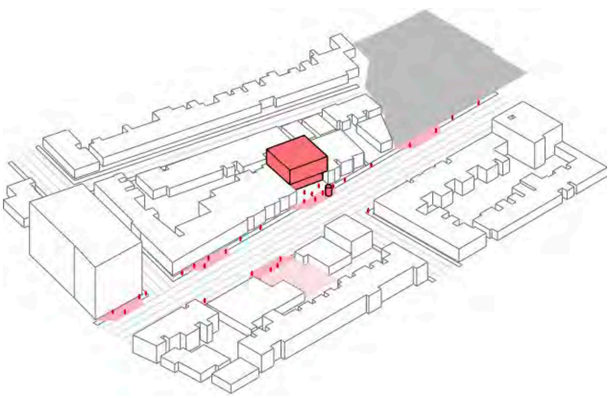
### Example Starting Condition

Mission Street as it is known now. Four lanes of traffic, two lanes of parking, an anemic sidewalk with insufficient trees. What little open space there is available is private parking lots or unutilized for anything better.



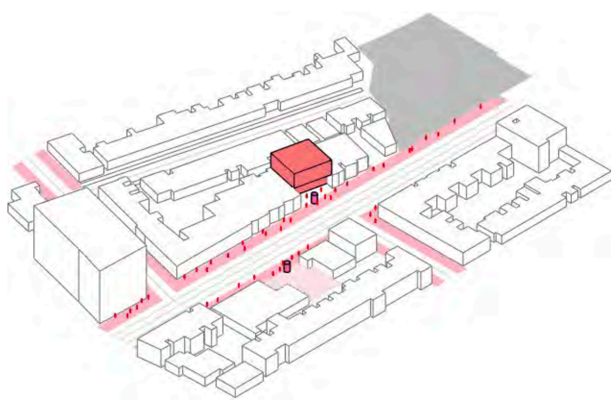
### Incubators Built

A business improvement district (B.I.D.) is established. Underperforming or vacant storefronts are identified, acquired, and replaced with the first incubators. Plans are made for the next phases.



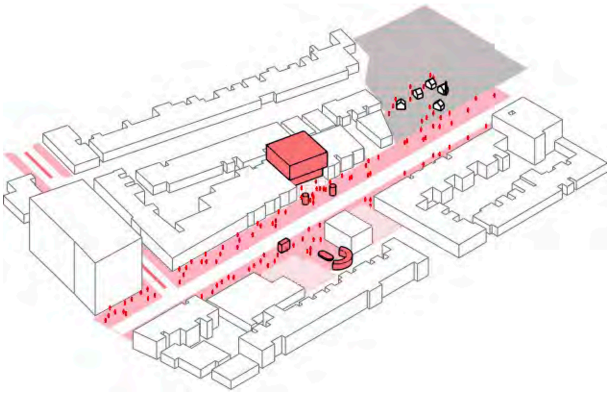
### Bulge-Out Phase

Sections of street-side parking are eliminated and reclaimed as public open space.
The earliest accessory structures are placed.
Community Land Trust (C.L.T.) is established to oversee new open spaces. First parks built over obsolete fields.



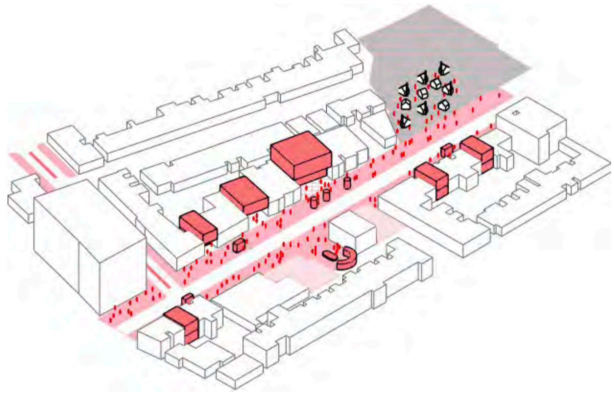
### Merging Phase

Bulge-Outs expanded sideways until they are all merged, street-side parking all but eliminated.
Deployment of temporary bollards to reduce Mission Street to two lanes of traffic with occasional side parking.



### Spreading Growth

Mission Street gradually narrowed to only two lanes of traffic with limited parking. Additional greenery and parks are built. Select intersecting streets with Mission Street are blocked off and turned to parks. Remaining obsolete retail reclaimed for public programs. Certain private open space becomes semi-public shared and host community events.



### Continuing Development

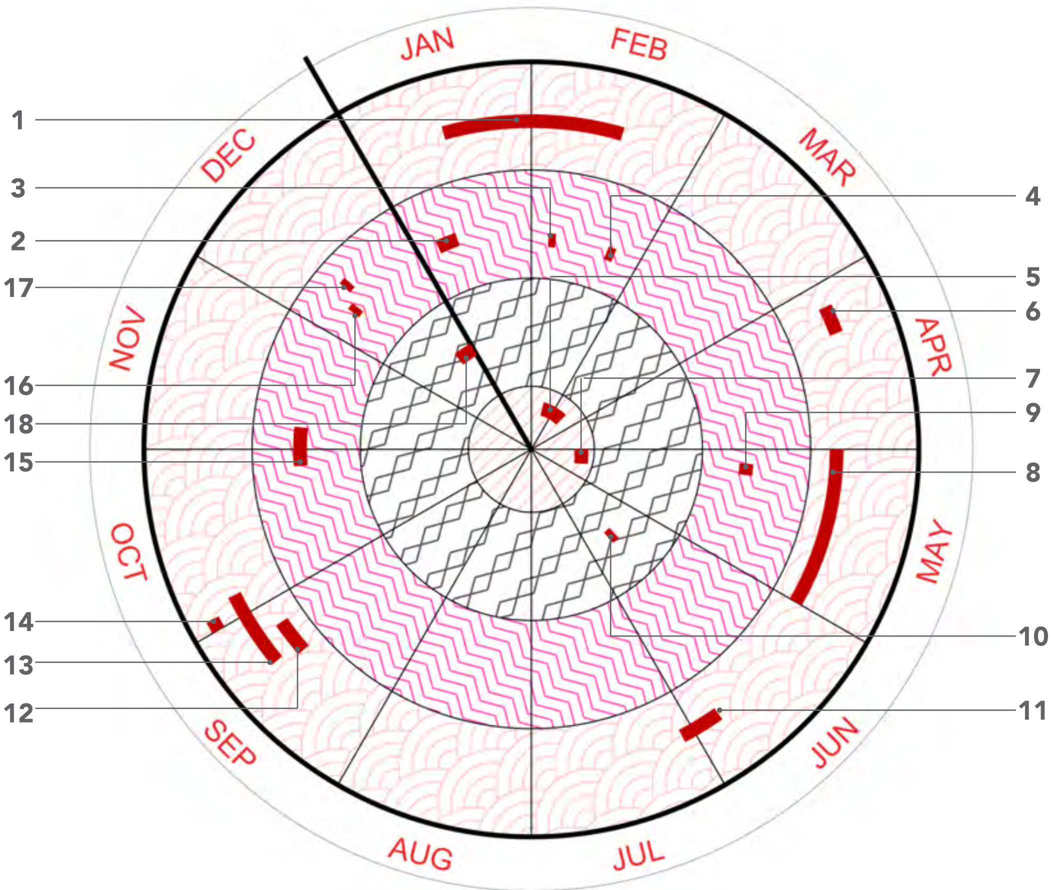
Old storefronts gradually replaced as buildings age out or owners seek to build higher, provided ground level is more public or accessible. These 'inclusions' could deploy their sidewalk-level micro-structures. Cultural and community events are more frequent as the corridor grows.

## *Phasing*

This project differs slightly from others in that the locations of incubators, inclusions, and anything else from the non-exhaustive "catalog of features" do not have an exact, specified location. This proposal is intended as a framework; a set of guidelines that if followed, will hopefully lead to a richer, more vibrant community. The precise location and count of incubators do not matter. What does matter, is that they exist, be strategically placed, spaced apart, and in locations along Mission Street where they will be seen and interacted with. This proposal is designed to grow organically, respond to the community and its needs as it grows, and 'crystallizes' the potential.

This proposal is not the work of an auteur whose top-down vision is forced upon Mission Street, like many a stereotype of development may depict. This proposal belongs to Mission Street. It is local and specific to the unique issues, geography, and demographics of Mission Street.

**Mission Crystallization**
Holiday Calendar




## *Holiday Legend*

1 **Jan / Feb** Lunar New Year (Asia)

2 **Jan 5 - 6** Día de los Reyes Magos (Mexico)

3 **Feb 5** Constitution Day (Mexico)

4 **Feb 24** Flag Day (Mexico)

5. **Feb / Mar** Carnival (Brazil)

6 **Apr 4 - 6** Qingming Festival (Asia)

7 **May 1** May Day (International)

8 **May** Asian Pacific American History Month

9 **May 5** Cinco de Mayo (Mexico)

10 **June 19** Juneteenth (Black Community)

11 **Late June** Dragon Boat Festival (China)

12 **Sept 22 - 23** Autumnal Equinox Day (Japan)

13 **Sept** Mid - Autumn Festival (Asia)

14 **Oct 1** National Day (China)

15 **Oct 31** Nov 2: Día de los Muertos (Mexico)

16 **Dec 12** Virgin of Guadalupe Day (Mexico)

17 **Dec 16** Las Posadas (Mexico)

18 **Dec 26** Jan 1: Kwanzaa (Blacks)

## *Cultural Legend*

Asian

Black

Latino

Other

---

## *Holiday Calendar*

Outer Mission is a rich neighborhood comprised of residents from different cultural backgrounds. A community dense with diversity calls for cultural celebrations. As the old saying goes, "nothing gets people in the door quite like a big holiday." And with such a diverse population, holidays and festivals serve as an opportunity to come together in public spaces and celebrate one's own culture. Mission Crystallization recognizes public spaces as a valuable feature for a population with a multitude of celebrations year-long. Along the newly designed Mission Street, one has the opportunity to properly gather and celebrate with marches, parties, concerts, dances, and cultural experiences that are unique and valuable to this neighborhood identity. Social gatherings and celebrations also serve to bring the community closer together and hopefully create a sense of unity within it.

# *Socio-Economic Resilience*

In the Face of the COVID-19 Crisis, it has become clear that existing Institutions and Relationships of Power, Governance, Ownership, and Capital are all insufficiently resilient and unable to handle what has been described as a "Black Swan" event. Thus, a reorganization of all existing relationships is required if the community is to withstand what may eventually become a common occurrence.

The Business Improvement District (B.I.D.) that is a central aspect of this Proposal is very different from a Traditional B.I.D. Whereas a normal B.I.D. may merely collect dues and then spend that on street sweeping and 'relocating' homeless people, the scope of Mission Street B.I.D. is akin to an independent communal governance body. It collects dues and acts on behalf of Mission St. like a normal B.I.D. does, but will also purchase, manage, and develop real estate. It will rent out the spaces available to it at subsidized rates. It will place land into the Community Land Trust (C.L.T.) in the form of public parks. It will commission public art. It will resolve disputes between its constituent parts. It will train the youths of their community in preparation for jobs. It will (try to) place job applicants into available job openings posted to it by its business owners. It will be the primary intermediary between its constituents and the city or other higher governments, lobbying for the benefit of its constituents. The B.I.D. may even provide local sanctuary status to protect immigrants. The B.I.D. is composed of three major components: The Mission Employees Union, The Business Owner's Guild, and Community members that do not fit into either of the two preceding groups.




The Mission Employees Union is the proverbial One Big Union. If one works for anyone on Mission Street, one is automatically a member of this Union. This serves to both give employers along Mission St. a single pool of local applicants to choose from instead of searching far and wide, as well as providing the basic protection workers can usually expect from a Union. COVID-19 has demonstrated beyond a reasonable doubt the importance of this type of institution. It would be the first to sanction an employer who receives a bailout, then turns around and furloughs workers, for example. The B.I.D. can always also step in or escalate if the Union cannot progress.

The Business Owner's Guild is the collection of all the sub-'guilds' of the various business types along Mission Street. For example, all the laundromat owners would form a laundromats sub-'guild' and all the nail salons would form a nail salon "sub-guild". Collectively, they can prevent unfair business practices. Collectively, it is easier for their businesses to receive bailouts from the government as they would be acting as a single unified entity as opposed to numerous disparate small voices unable to be heard over larger players.For those in the community unable to work or who do not own a business (children, the elderly, etc.), their voice must be heard as well, for theirs is the population typically vulnerable to a disaster such as the one we find ourselves in now. Society would be remiss to try to return to the old "normal" after COVID-19. To reopen our cities requires a "new normal" - something that may upend our current institutions as COVID-19 as already done.

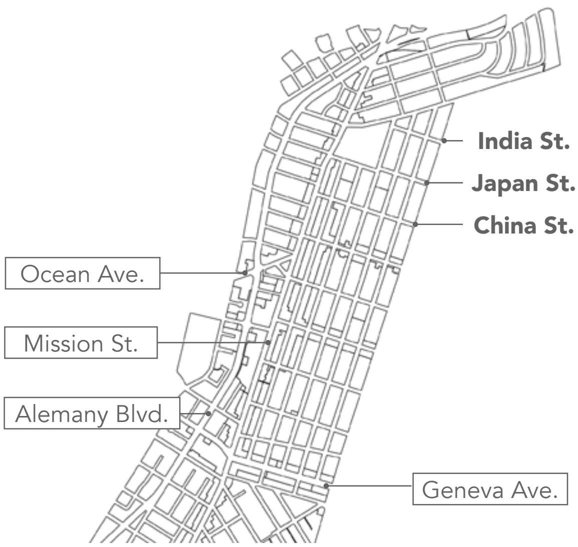
# *COVID-19 Postscript*

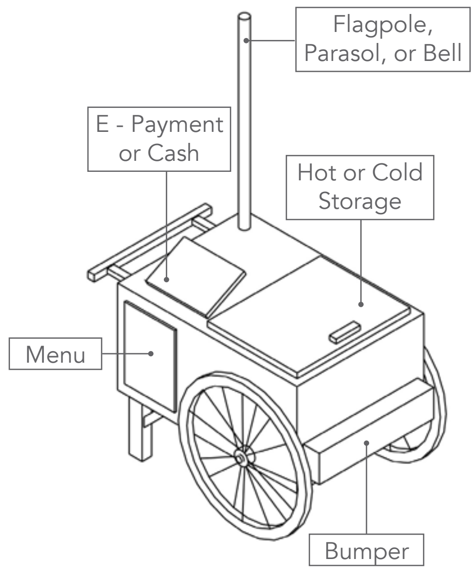
As the COVID-19 crisis sweeps the world, a paradigm shift must occur in our communities. We must rethink how members of our community relate to and interact with each other; to go it alone is to perish. If the effects of COVID-19 are anything to go off of, it is not only retail that must be re-imagined by this crisis, but our society itself.

---

# *Un-Whitewashing Street Names*

Excelsior Avenue, Avalon Avenue, and Peru Avenue will be un-renamed back to China Street, Japan Street, and India Street respectively.  They were "whitewashed" as a result of the Chinese Exclusion Act of 1882 and potentially as well as Japanese Internment during WWII.




---

# *Contingency Carts*

If retail continues to languish along Mission Street, alternative modes of delivering retail to the community will need to be developed. In such a "True Chronic Apocalypse" scenario, Incubators along Mission Street become supply depots that deploy cart merchants into the surrounding neighborhood. These carts are flexible blank slates able to sell a variety of goods. They have a rich culture behind them and have historically served Mission Street's primary demographic groups, Latinos. They can travel far outside Mission Street's typical neighborhoods, serving more customers than a stationary brick-and-mortar retail outlet. The Carts need not only sell food, of course. Anything that can fit into a wheelbarrow can be sold out of these carts. During pandemics, they can act as mobile testing centers. People sheltering-in-place could potentially download an app to see where all the carts are and what they sell and request specific carts, paying through the app, and the vendor merely weaving merchandise on the customer's doorstep.

**Mission Crystallization**

Section Perspective





## *Section Perspective*

A look down Mission Street featuring the prominent incubators and the many accessory spaces and public programs that accompany them. On the opposite page, the "Culinary Creativity Ark" incubator, with a hawker market on the ground floor, a ghost or test kitchen on the second floor, along with classes and restaurateur education courses on the top level. On image right above, is an example of typical owner improvement "Inclusion" enjoying the spotlight the incubator shines.

**Destination Bazaar**
Counter Proposal



# *Destination Bazaar*

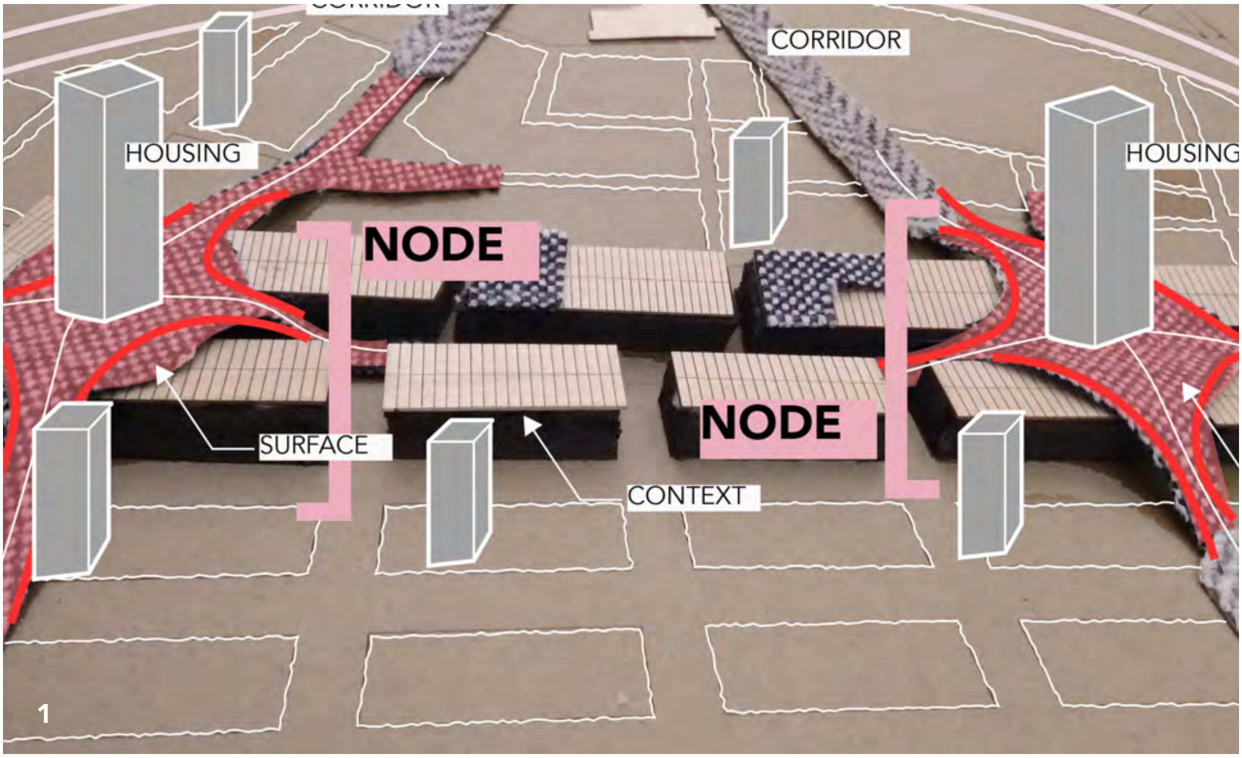
**Sharan Saboji**

Presently, Mission Street is a 2.2-mile long monotonous Neighborhood Commercial District with small-scale retail storefronts within rigid planning blocks forming a discreet retail fabric. The weak transit infrastructure further exacerbates the retail apocalypse we have witnessed occurring in this neighborhood.

Under the premise that a policy like the SB50 housing bill has been passed and the entire corridor has been up-zoned to accommodate more housing, the proposal re-looks at Mission Street as a part of a triangular system with City College, Balboa Park BART station and the 280 Interstate highway and anticipate the increased need for connectivity to regional transit by building two transit center nodes at the intersections of Ocean Avenue and Geneva Avenue with Mission Street.

To address the retail apocalypse underway on the monotonous Mission Street corridor, the transit nodes are a part of a strategy to relocate existing retail, de-densifying it along the corridor and intensifying it in each node in a bazaar system. Inspired by Istanbul's Grand Bazaar, this proposal employs flexible retail spaces and a renewed sidewalk life that extends into an underground market as well as a rooftop park. All these spaces would be managed by the Excelsior Business Improvement District, enlivening these new retail destinations with the nature of a bazaar.

**Destination Bazaar**
Study Models




2





**Study Model: Top View**

This model analyzes the different movement paths overlapping a volumetric space.

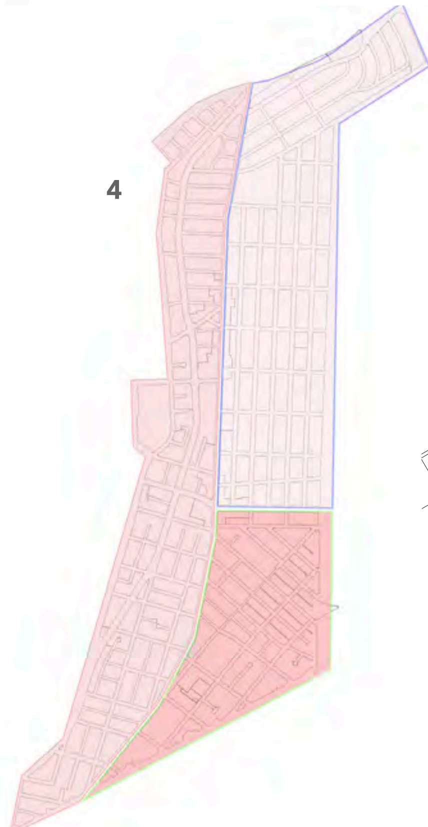
**Study Model: Axonometric**

These path create interesting spatial conditions both underneath and above the strips.

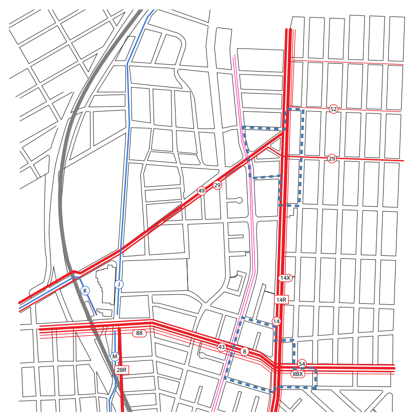
3



4



5



## *Study Models and Concept Development*

**1** Triangular Transit Nodal System

**2** Destination Bazaar with Transit Routes.

**3** Neighborhood Commercial Districts (CBDs)

**4** Neighborhood District Territories

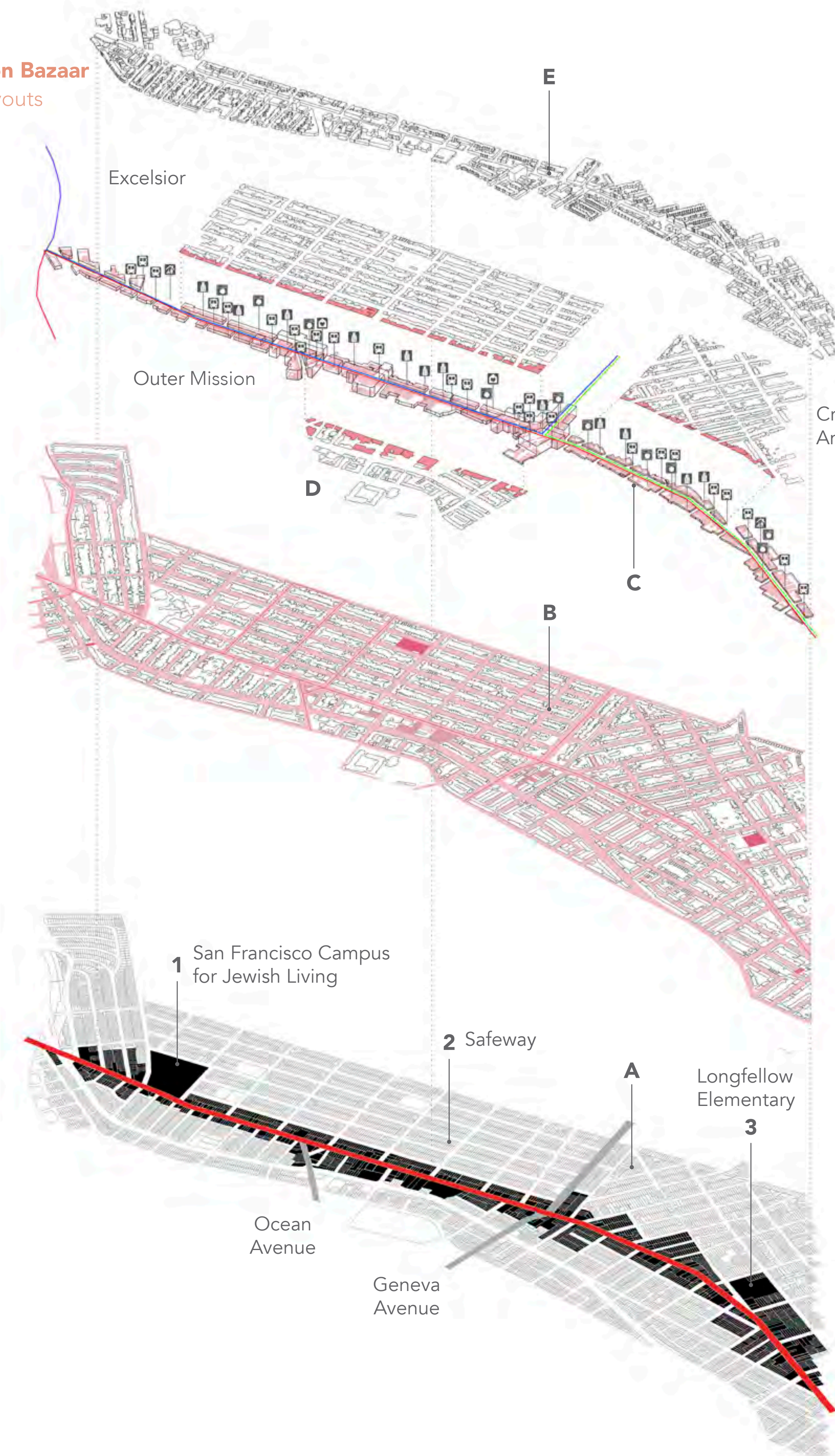
**5** MUNI Route Map

## *The Definition of the Triangular Transit Nodal System*

The primary goal of the model was to visualize the BART station and the two junctions of Ocean Avenue and Geneva Avenue with Mission Street as a triangular transit nodal system. The overlapping diagrams begin to define the spatial impact of the SB 50 housing bill on the site context.

## Destination Bazaar

District Layouts





**1** Landmark Buildings



**2** Multi-Family Housing



**3** Mom-and-Pop Stores




**4** Grassroot Initiatives



**5** Street Graffiti




**6** Mixed-Use Buildings

---

## *Legend*

**A** The Monotony of Parcels Along the Mission Street

**B** Hierarchies of Open Space in the Public Realm

**C** Ground Floor Retail in the NCD

**D** Scales of Property Parcels Defined by Street Grids

**E** Existing Built Form and Height

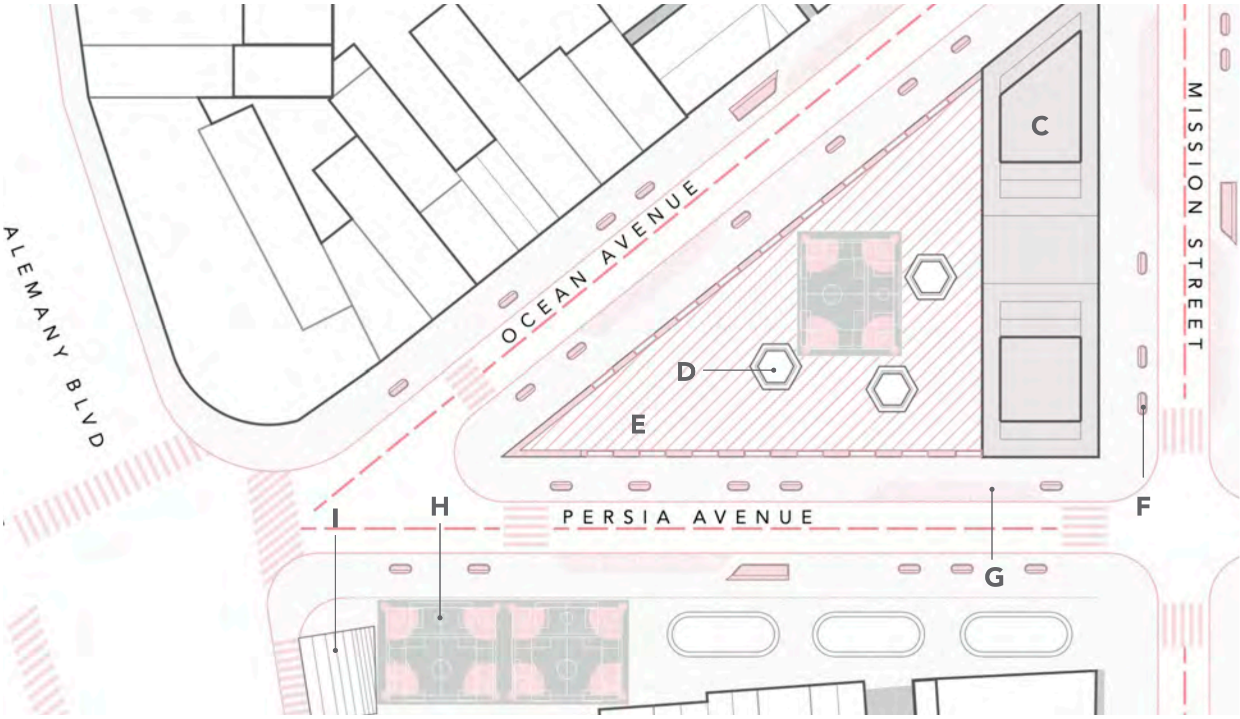
---

## *Masterplan Axonometric of Existing Planned District Layouts*

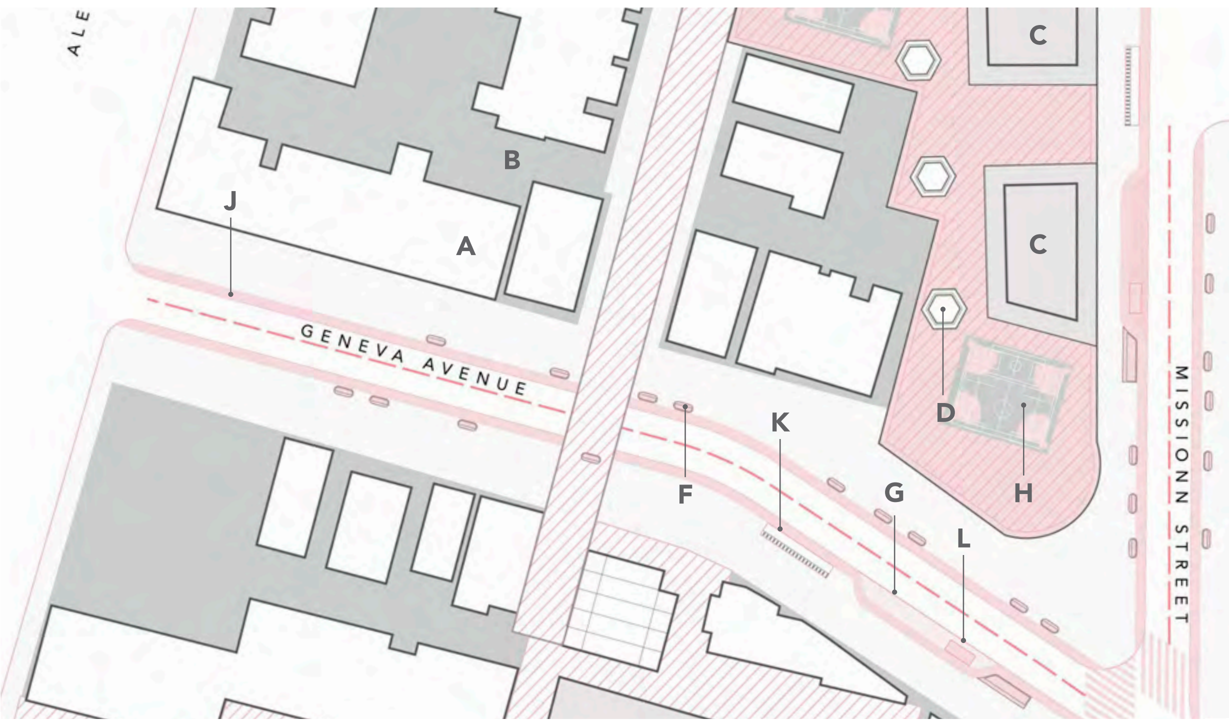
This axonometric demonstrates the existing neighborhood districts of Excelsior, Outer Mission, and Crocker-Amazon along the 2.2-mile monotonous corridor of Mission Street. The primary street corridors shape the city blocks as well as the property parcels which being primarily narrow and deep define smaller family-owned retail along Mission Street. Two street corridors of Ocean Avenue and Geneva Avenue connect the Balboa Park BART station to Mission Street in a triangular transit system.

## Destination Bazaar

Proposed Masterplan




Ocean Avenue Node




Geneva Avenue Node

## *Ground Floor Proposals*

**A** Existing Built Space

**B** Existing Open Space

**C** Housing Tower

**D** Skylights

**E** Terrace Park

**F** Planter + Seating

**G** Vehicle Halt Space

**H** Sports Court

**I** Underground Parking Egress

**J** Bicycle Lane

**K** Bike Station

**L** Bus Stop

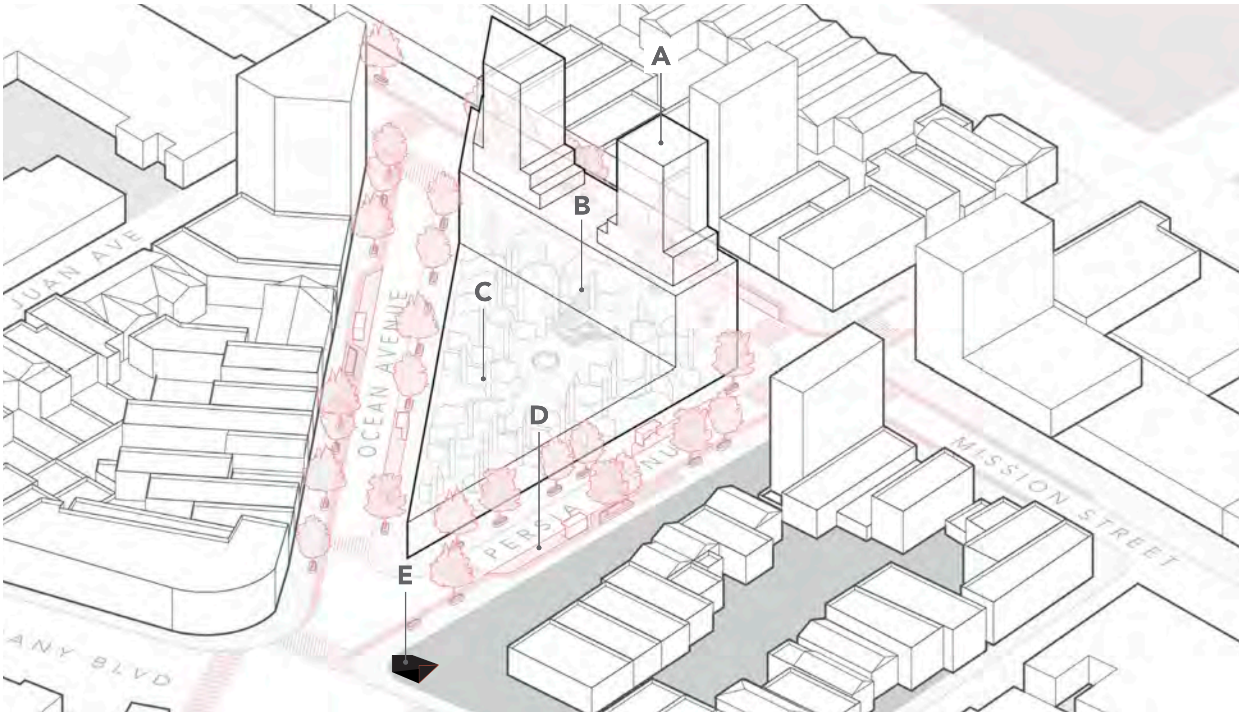
---

## *Proposed Masterplan*

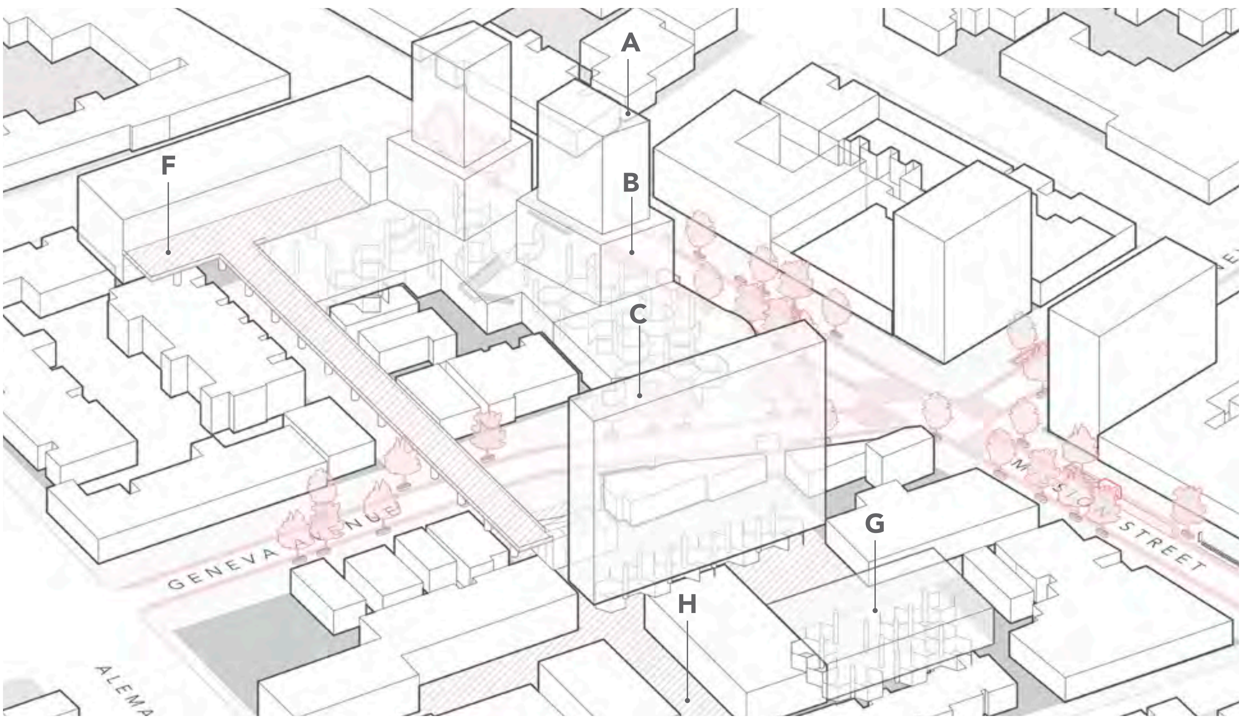
The Ocean Avenue Node has fragmented city blocks that will be unified into an island which will have only buses and automated TNC's with wider sidewalks for a safer street experience. The Geneva Avenue Node has internal pockets of open space and traditional rigid retail spaces which will be an asset if consolidated in specific spaces.

A Business Improvement District will regulate the de-densification of the existing monotonous Mission Street, intensifying these nodes into vibrant and diverse retail destinations.

## Destination Bazaar
Massing




Ocean Avenue Node




Geneva Avenue Node

## *Ground Floor Proposals*

**A** Upzoned Housing due to SB50

**B** Office Space

**C** Flexible Market Space

**D** Vehicle Halt Zone

**E** Underground Car Parking Egress

**F** Elevated Park Space

**G** Parking Tower

**H** Open Market Space

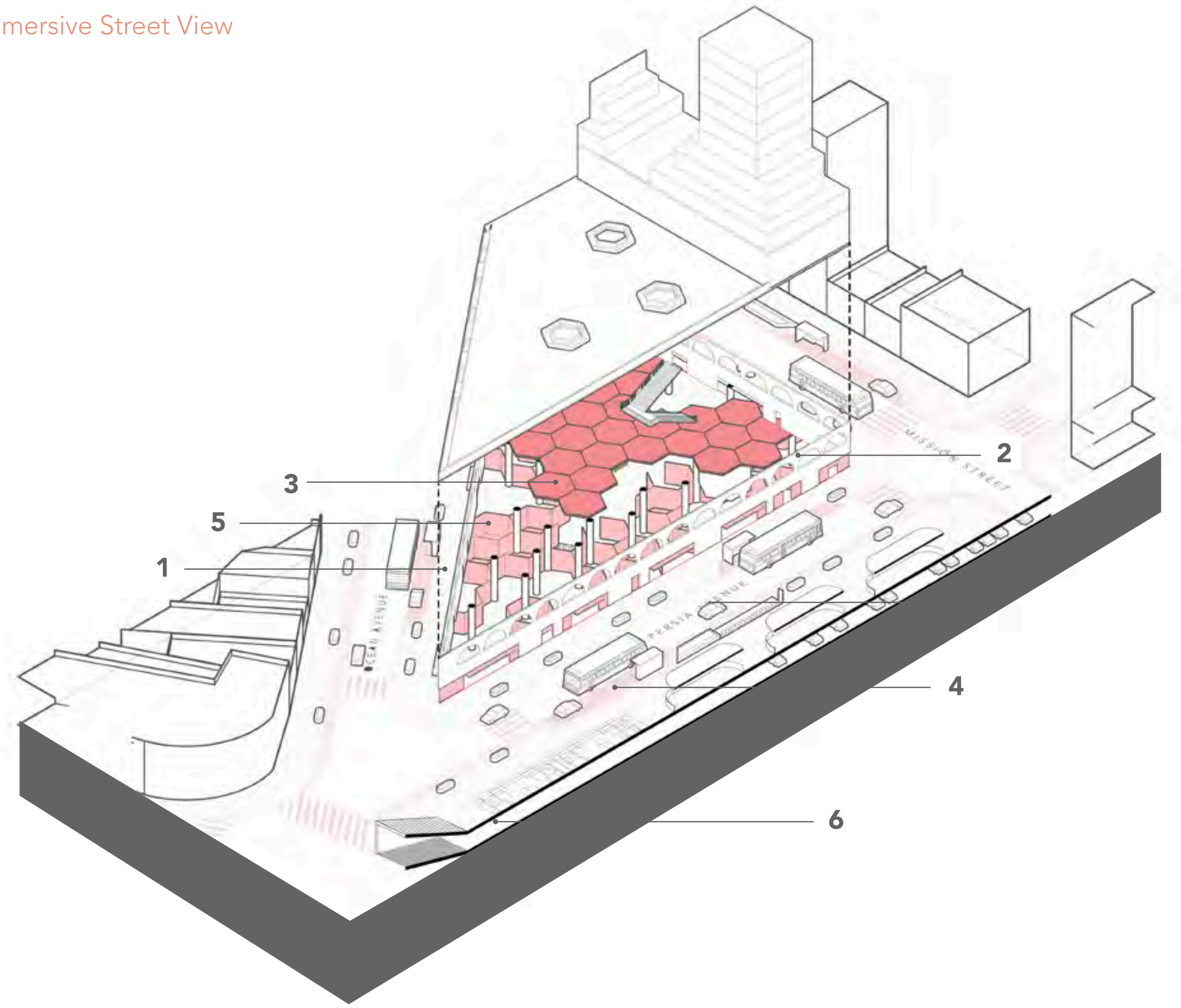
---

## *Proposed Masterplan Axonometric*

With a unified city block, the Ocean Avenue Node will engage with the ground floor along its perimeter with the bazaar at its core that will spill over activities onto the sidewalk. The elevated park will provide space for public gathering, exercise, and relaxation to the neighborhood. Increased housing and office spaces will provide a stable economy for the node to survive and contribute to the necessary foot traffic for the bazaar.

## Destination Bazaar

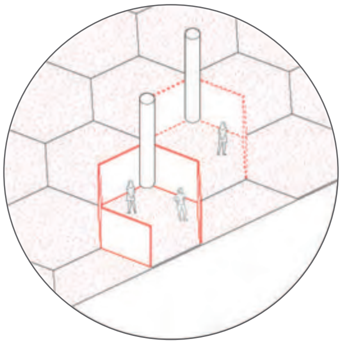
Immersive Street View




Outer Mission - Pedestrian Corridor and a New Ground Floor Axonometric

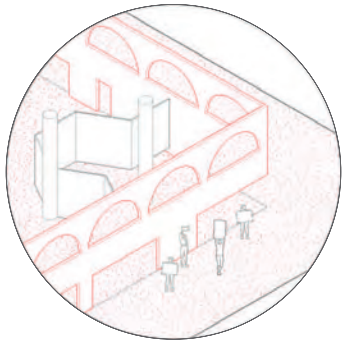



Outer Mission - Pedestrian Corridor and a New Ground Floorplan



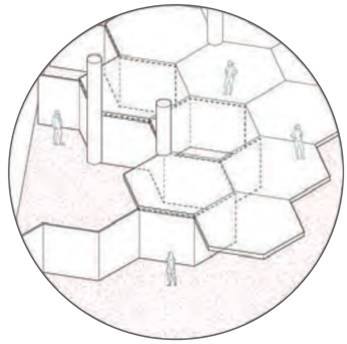
**1 Flexible Walls**

Establishments can expand or contract with the relative ease of modular infrastructure.



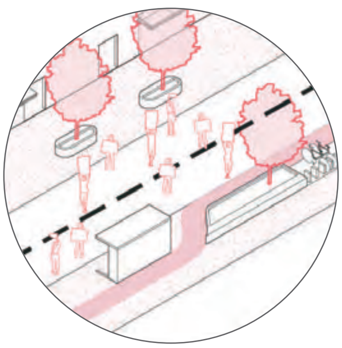
**2 Clerestories**

Upper-level arches along the perimeter bring natural light into the depths of the superblock.



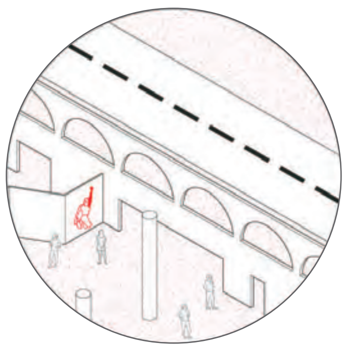
**3 Umbrella Retail**

Stable establishments define their footprint at the upper level allowing temporary businesses to occupy on an as-need-basis.



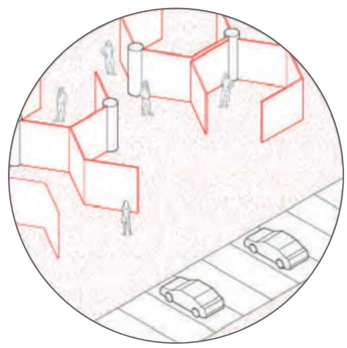
**4 Programmed Sidewalks**

Every sidewalk will have seating integrated with planters, halt zones for TNC's, delivery bots, bike lanes, and bicycle stations.



**5 Art Facade**

The Bazaar walls will be digital screens to display local artists' work, thereby extending the graffiti trend in the neighborhood.



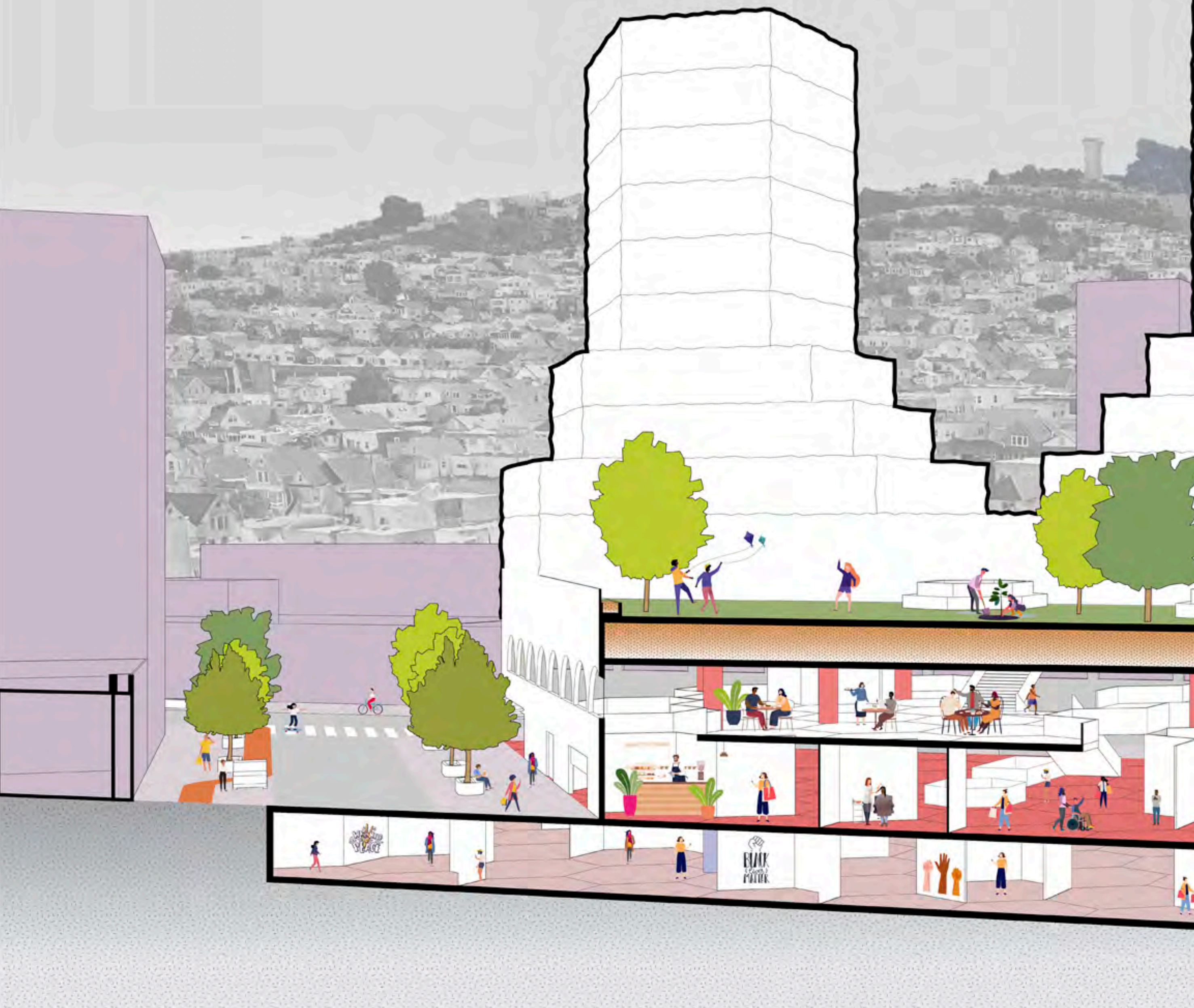
**6 Underground Art Galleries**

When automated vehicles become the norm, the parking lot will gradually transform into art galleries.

## *The Next Destination*

Establishing the two transit nodes at either end will activate the Outer Mission neighborhood with greater foot traffic and a seamless flow of automated vehicles that will help create a safer ground floor where activities can emerge. The flexible bazaar will help support small scale businesses who need a temporary infrastructure while thriving under the anchor of larger more stable establishments. The public realm extends to a terrace park as well as to future underground artist galleries.

**Destination Bazaar**
Section Perspective






## *Section Perspective*

A view across the Ocean Avenue Nodal Bazaar with activities unfolding across different levels to allow new spaces to grow while retaining a diverse existing context.

*Where urban infrastructure and cultural identity are intertwined, the imperative to sustain relevant ground floor retail is ... an existential issue of cultural sustainability.*

# *Japantown*

## Urban Infastructure as Restorative Justice and Cultural Identity

**Glynis Nakahara**
Associate Principal at TEF Design,
Japantown Task Force Board of Directors
**Maia Small**
SF Planning Department

In Japantown, where urban infrastructure and cultural identity are intertwined, the imperative to sustain relevant ground floor retail is more than a matter of economics; it's an existential issue of cultural sustainability. The oldest, and one of only three remaining in our urban United States, San Francisco's Japantown is distinct in its history of repeated, racial trauma that has shaped, not only the psyche of affected Japanese Americans, but also the built environment.

The injustice of "internment" resulted in the displacement of thousands of Japanese Americans and hundreds of businesses from Japantown in 1942. Despite the tragedy, many returned to the neighborhood following WWII to rebuild their lives, but lacked the political power in numbers and coalition-building to come to fend off the social experiment that was already underway. From a planning perspective, the real catastrophe occurred nearly 15 years later, when Urban Renewal destroyed the fabric of Japantown and the thriving Fillmore District -- where diverse cultures collided post-war in rich diversity -- razing 27 blocks and forcibly evicting 8,000

residents. In its wake, Japantown was left with not much more than a two-block, concrete retail fortress, designed to attract tourists as well as investment from Japan, and an eight-lane vehicle expressway that divided the neighborhood. The community was never the same.

As the subject of this publication suggests, the conventional model of urban ground floor retail was in jeopardy even before COVID-19, lacking the structural flexibility to adapt to rapidly-evolving consumer and market realities. The pandemic has exacerbated vulnerabilities like this and exploited malignant problems lingering in our country and communities for decades, if not centuries. In Japantown, many of these issues -- the erosion of its ethnic residential base, consolidation of its core retail footprint in a closed-off, indoor mall, speculative development pressure, and dilution of cultural authenticity -- are part of the legacy of its local history. While the pandemic has brought Japantown's fragile existence into sobering focus, it is the underlying issue of equity and the need for restorative justice that I find particularly compelling, given the convergence of our national reckoning around systemic racism, as we grapple with a crippling public health crises.

The Japantown Task Force has spent the last year exploring these and other issues as part of the City's nascent Cultural Heritage District (CHD) program to develop community-based strategies to sustain the living culture of neighborhoods distinguished by unique social and historical associations and living traditions. It builds upon the pioneering planning work between the Japantown community in partnership with San Francisco's Planning Department and Office of Economic and Workforce Development that resulted in the 2013 Japantown Cultural Heritage & Economic Sustainability Strategy. Known as JCHESS, it was the pilot for the new CHD program, and Japantown, its first de-facto Cultural Heritage District.

While still being refined, one of the more compelling outcomes to emerge from the current CHD update, is the acknowledgment of the community's need to heal from the trauma of its past racial oppression. While seemingly obvious, the identification of this issue within the framework of its development vision is unprecedented. The other, is a focus on cultivating a "regenerative future" -- marked by robust public/commercial/institutional cross-collaboration, resource-sharing, programming, incubation and curation -- that strengthens community resiliency, self-sufficiency, and connection. Embedded in both aspirations is the potential to repair past harm through the exploration and evolution of cultural identity and its expression through community based place-making.

The proposals of Abigail Rockwell and Elliot Gorman encompass

several restorative measures that resonate with on-going community conversations: reconnecting the historic neighborhood by lowering Geary Boulevard and reactivating the ground plane with dense and diverse programming; developing opportunities for affordable housing that address past residential displacement; and intensifying the social and cultural fabric diminished by super-block redevelopment by recalibrating the integration of culture, commerce, and the public and private realm, through flexible, small-scale "micro-hoods".

Empowering communities victimized by systemic racism and negligent planning to articulate their own values and vision for self-determination is essential to restorative justice in Japantown. If we are to achieve sustainable new models and systems for resilient neighborhoods and their ground floors, the community must be at the center of its conception and governance.

***A Note from the San Francisco Planning Department:***
*The San Francisco Planning Department recognizes that the government interventions in many parts of the City, and especially in Japantown, represent histories of practiced racism, exclusion, and harmful intervention that devastated these communities and had permanent impacts on people—not only the direct impacts to individual senses of self and family relationships, health, financial equity, livelihoods, and cultural identities but on-going and serious consequences for their descendants and neighborhoods (See the Planning Commission Resolution on Advancing Racial and Social Equity). We learn through understanding their voices, needs, and experiences by working with and for them now. We recognize the sets of unique issues, always given the context of their choices and deliberations. We have learned the value and complexity of cultural authenticity in a neighborhood that is uniquely San Franciscan, with influences that have come from people with Japanese, Californian, and other ancestry, but also how this neighborhood reaches out well beyond the City to a diaspora of people influenced by its presence and history. This part of the built environment and its design play a role much larger than its physical boundaries and whatever economic benefits retail provides is just a part of its importance, as it affords a sense of center, place, and meaning. Without the larger economic drivers, however, retail will continue declining, and the eroding loss will be yet another wave of cultural devastation.*

*Now, we seek only to be an ally in their future. To support the healing of this past, to resource and empower their agency in whatever may lie ahead. During this crucial time, as a virus prevents the social engagement found through the physical stores, institutions, and spaces in Japantown, we have new Shared Space tools and outdoor opportunities that we can help adapt, but only in service to their direction and self-determination.*

**Collective Microhoods**
Counter Proposal



# *Collective Microhoods*

**Abigail Rockwell**

Japantown operates as an island in the lower Fillmore district of San Francisco; this is due partly because Geary Boulevard acts as a chasm in the neighborhood. The current pedestrian bridge located over the busy intersection is an inadequate means of connecting the two sides; Japantown to the north, and the Fillmore district to the south. This proposal seeks to create a large elevated public plaza that stitches the two sides together to create a more unified and seamless whole.

This intervention would extend the Japantown Peace Plaza and activate Geary Boulevard into a more vibrant public space. This enlarged overpass makes it possible for the proposed BRT line and a dedicated space for vehicles, while pedestrians can utilize the public space above, free of moving traffic. Creating a public commons that is uninterrupted by vehicles could create more opportunities for street markets, night markets, or festivals, bringing more foot traffic to the storefronts that sit along Geary Boulevard.

On the ground floor, the current Japantown architecture is inward-facing and introverted, originally designed to act as a fortress. This proposal centralizes all of the activities in the area into one collective neighborhood. This consolidation allows for increased visibility by creating a more extroverted and porous architecture. A large public plaza connects each neighborhood module, which contains its own smaller courtyards and alcoves. These smaller-scale spaces allow for more intimate community and cultural-based events.

## Collective Microhoods

Proposed Masterplan with Elliot Gorman





**1** Existing Interior Mall



**2** Pedestrian Paths



**3** Peace Plaza



**4** Existing Exterior Storefronts



**5** Geary Boulevard



**6** Pedestrian Bridge

## *Legend*

**A**
- Roads and Highways
- Sidewalks and Public Plaza
- Geary Boulevard
- Business Associations

**B**
- Interior Circulation
- Retail Outline

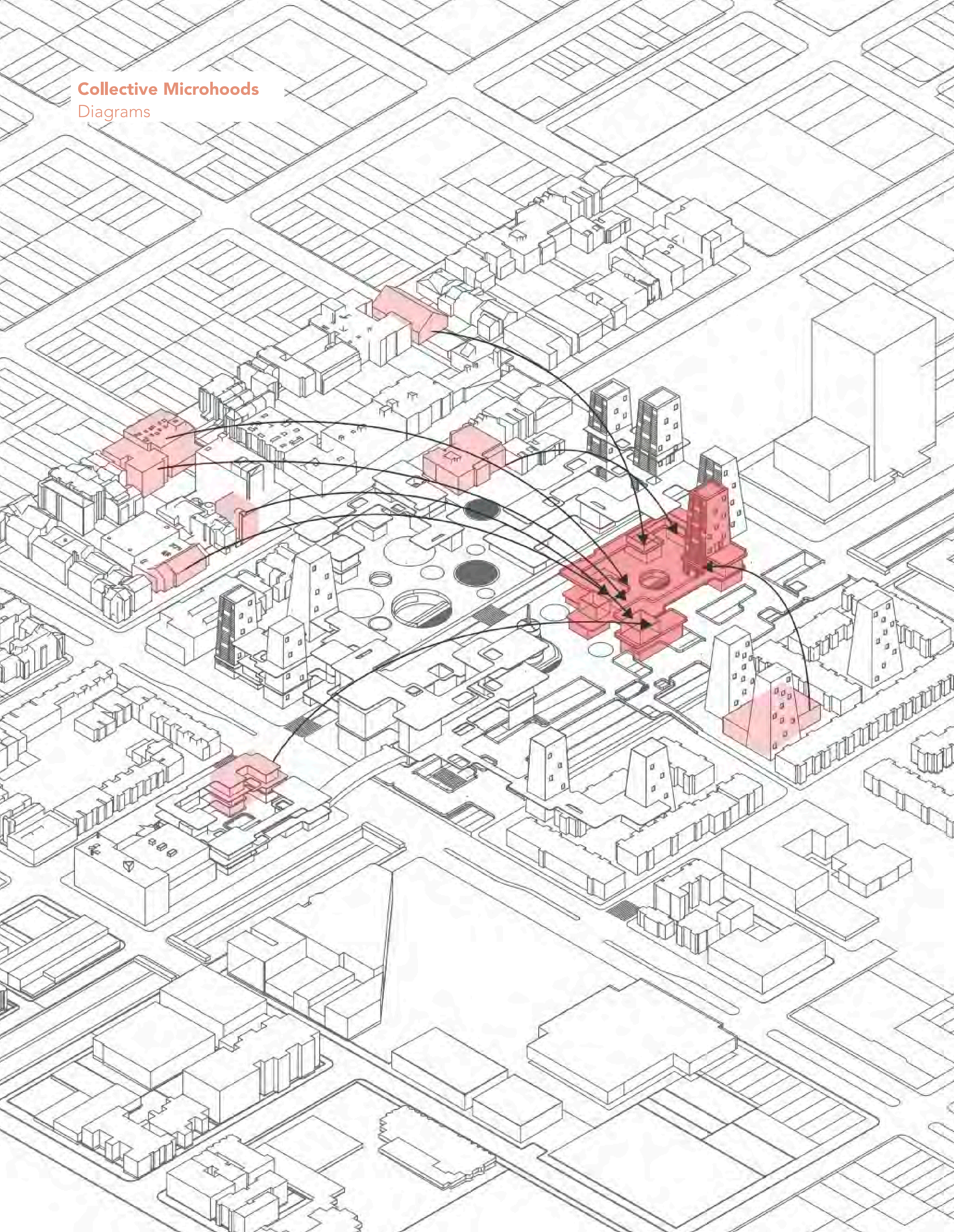
**C**
- Residential
- Commercial

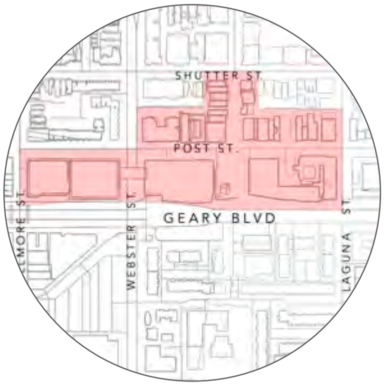
**D**
- Building Mass

## *Existing Masterplan Axonometric*

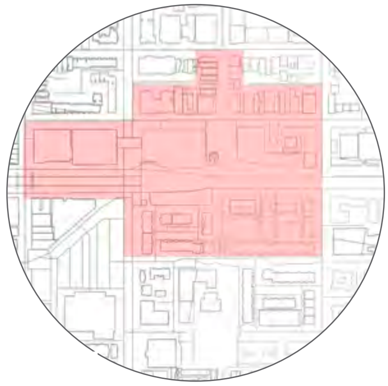
This axonometric demonstrates the existing footprint of Japantown. The site shares adjacencies with the Fillmore district to the west, and the St. Francis housing complex to the south. Although Japantown is in the middle of a bustling community, it is separated from the community and is in need of a reevaluation.

## Collective Microhoods
Diagrams

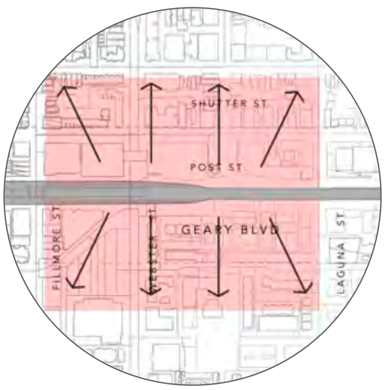




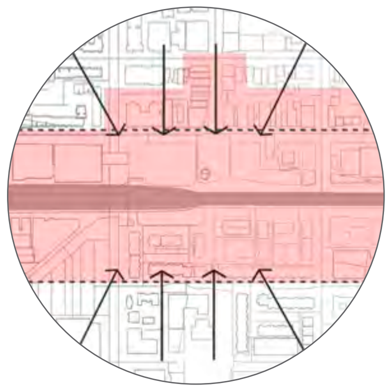

**Existing Area of Study**



**New Area of Study**




**Current Conditions**
**Geary BoulevardDivide**



**Purposed New Conditions `**

---

## *Diagram Development*

In the Lower Fillmore district of San Francisco, there are many cultural gems and organizations. This diagram demonstrates a design strategy intended to centralize all of the cultural organizations into one location, bringing them visually accessible to one another.

---

## *Existing and Proposed Street Conditions*

On the left, the diagrams show the existing area of study and how Geary Boulevard divides the two sides between the neighborhoods. To the right, diagrams show the proposed area of study and the condition of stitching the two sides together.

## Collective Microhoods
Ground Level





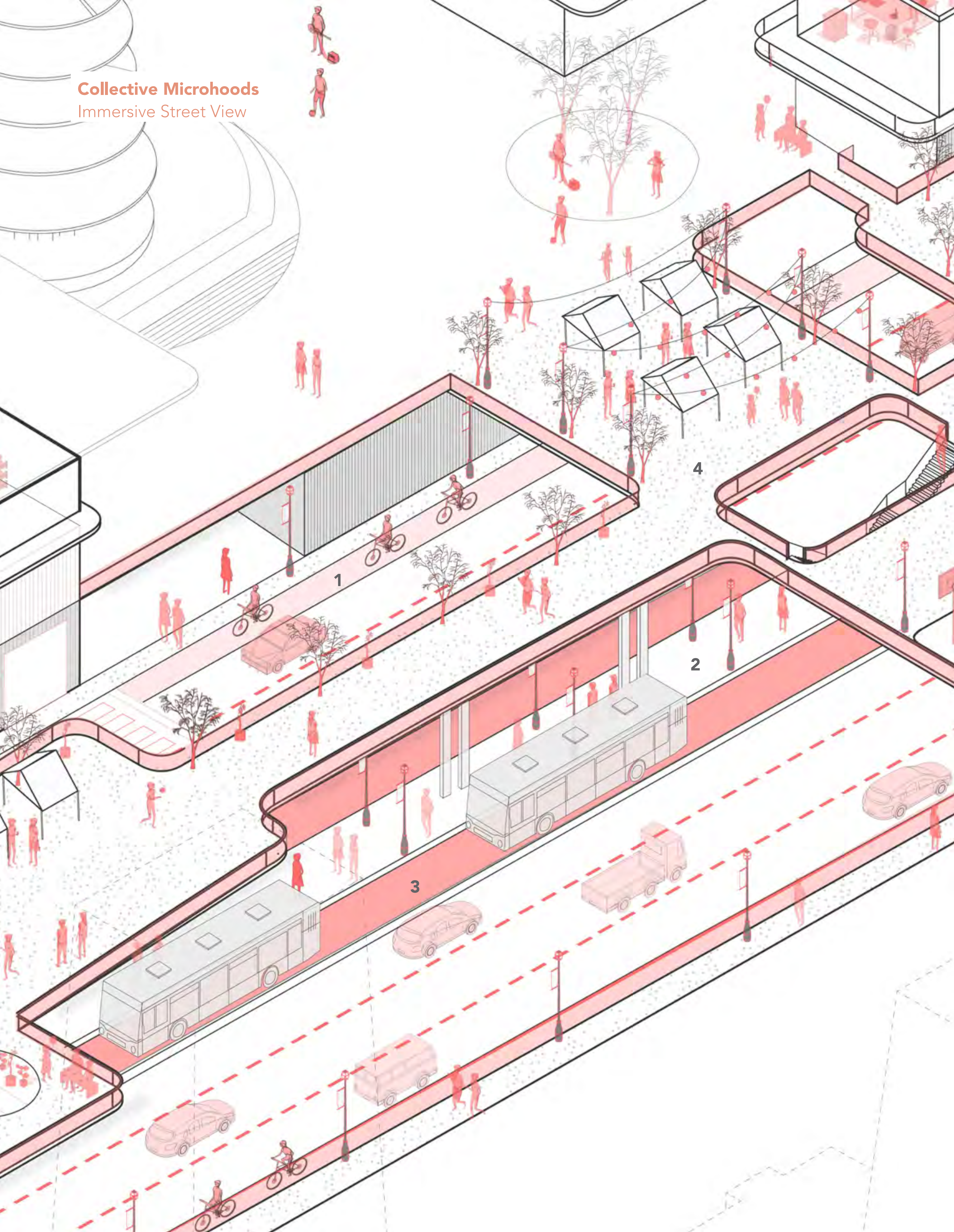

## *Activities for Japantown*

Each icon represents ideas that were collaboratively generated during the SPUR Post-Retail City workshop.

## *Proposed Masterplan Axonometric*

The proposed new organization of Japantown incorporates residential towers mixed into the Japantown plazas. The red circles are areas of activation for outdoor public use that interact with the residential units and visitors.

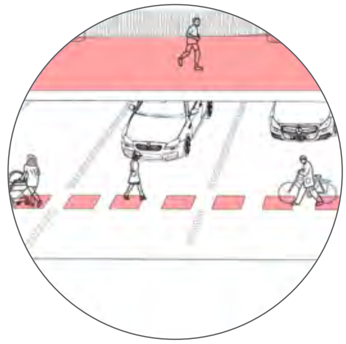
**Collective Microhoods**
Immersive Street View





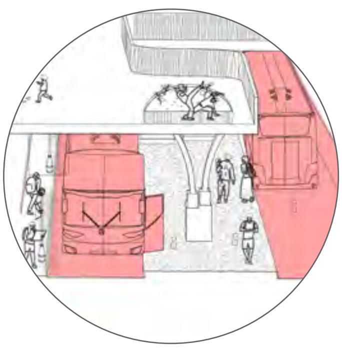
**1 Bike Lane**

The bike lane is located underneath the pedestrian overpass on the same level as the BRT Line and cars.



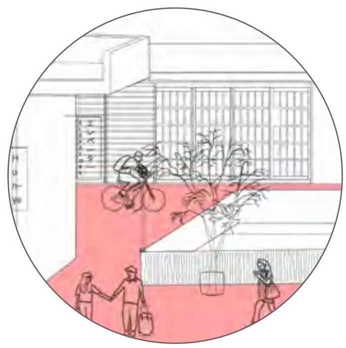
**2 Multi-Layer Pedestrian Path**

One pedestrian path allows people to walk to and from the BRT line. The other pedestrian path is uninterrupted by transit and vehicle traffic.



**3 Designated Area for BRT Line**

The new BRT line stop at Japantown provides easier access into Japantown and Lower Fillmore district.



**4 Multipurpose Surface**

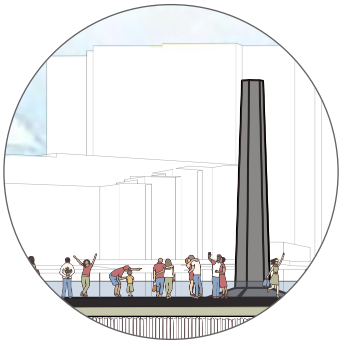
The main plaza area creates better access to storefronts in Japantown and an active public environment.

## *Proposed Transit Center & Pedestrian Plaza*

The new proposed street condition shows how the BRT lines, vehicles, and bike lanes operate underneath the pedestrian overpass. This drawing demonstrates the ways that people can use this space for activities while transportation operates underneath.

## Collective Microhoods
Section Perspective

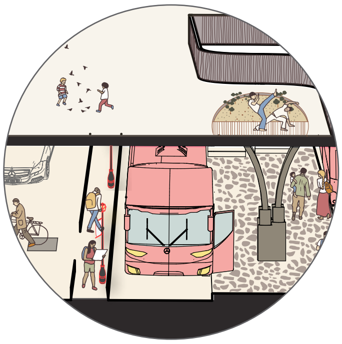




Icons



Elevated Levels



Underground Parking



## *Section Perspective*

The intent is to create a rich multilayer of ground floors, that are easily accessible and create a more pedestrian-oriented environment that extends public space on the exterior. In response to COVID-19 circumstances, the proposal dials up exterior public spaces while placing less emphasis on fully-interiorized spaces.

**Electrocity**
Counter Proposal



# *Electrocity*

## Elliot Gorman

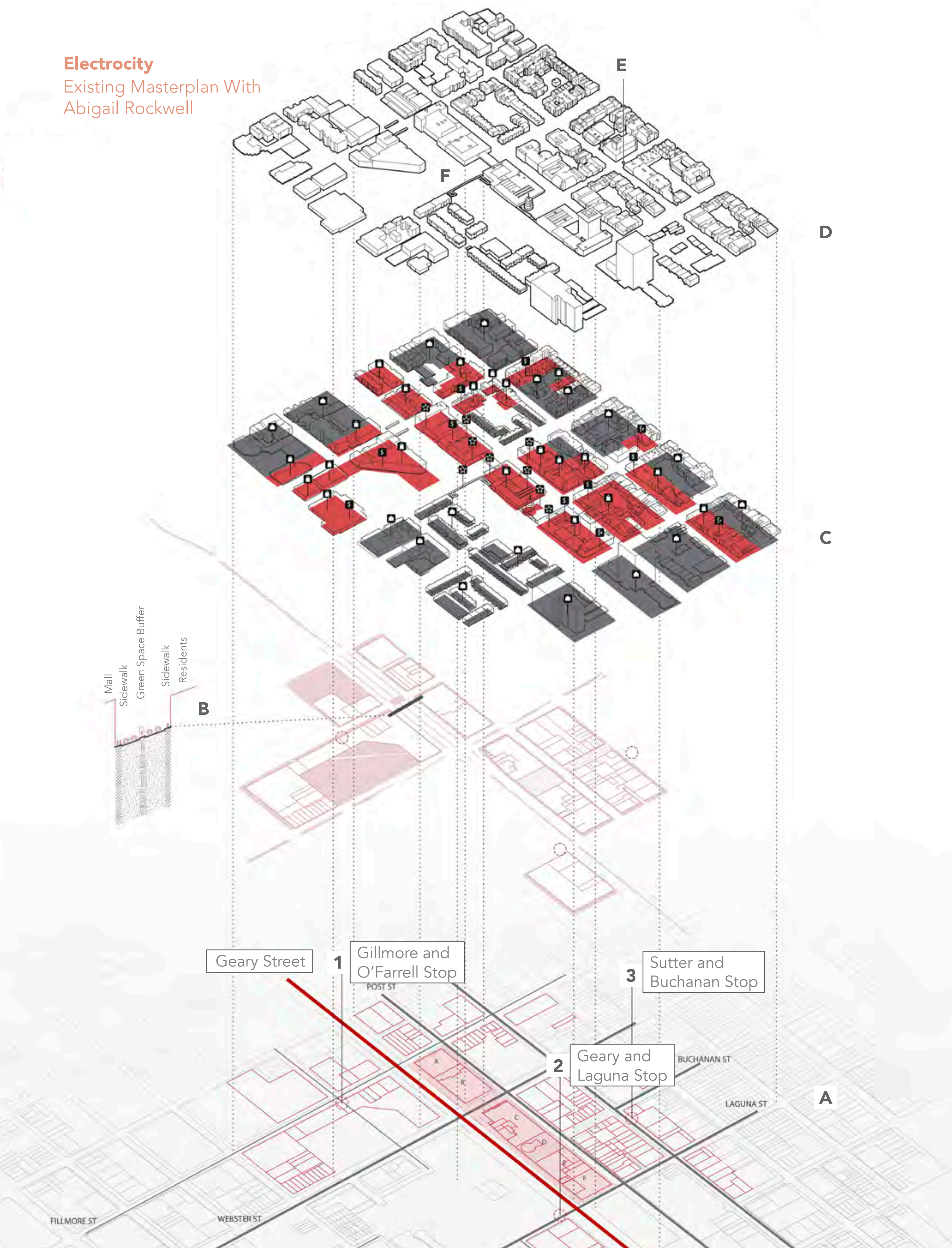
Electrocity utilizes site analysis to prescribe up-zoning and air rights techniques to incorporate a major civic overhaul to Japantown area and Geary Boulevard. Electrocity brings hyperdense retail and housing to the core of Japantown.

The civic overhaul is initiated by revamping and designing a new Geary Boulevard which connects both the southern Fillmore Street, Francis Square housing to Japantown Center. Geary Boulevard is currently a wide chasm whose only means of crossing is a narrow, elevated walkway over a busy 6-lane Boulevard. The proposal lowers six lanes thirty feet below grade to allow a new deck to span over Geary from Laguna to Post Street.

A feasible development framework is catalyzed through up-zoning of the existing Properties since the Japanese Business Covenant is expiring in 2021 -- the opportunity to revitalize Japantown must be taken swiftly before market forces dilute the Japanese character of the neighborhood. The preservation and promotion of Japanese business and heritage is the utmost priority. Electrocity is as follows: existing properties will be upzoned to five hundred feet where partial value will be given as capital for surrounding civic infrastructure changes. A new tenant clause will read as all existing Japanese businesses part of the expiring covenant by creating a perpetual relationship by forming a new Community Business District of Japanese businesses. These podiums act as vessels of three-dimensional retail where an abundance of LED signs are anchored off the facades. Taking precedent from Akihabara, Japan, the newly imagined hyper-dense Japantown will become a popular new cultural destination and high-density residential neighborhood in the heart of San Francisco.

**Electrocity**

Existing Masterplan With Abigail Rockwell





**1** Peace Plaza



**2** Storefronts



**3** Pedestrian Perception



**4** Legacy Content



**5** Building Height




**6** Cultural Identity

---

# *Legend*

**A** Geary Boulevard Chasm

**B** Section Condition of Geary Boulevard

**C** Parcels for Existing Retail

**D** Peace Plaza

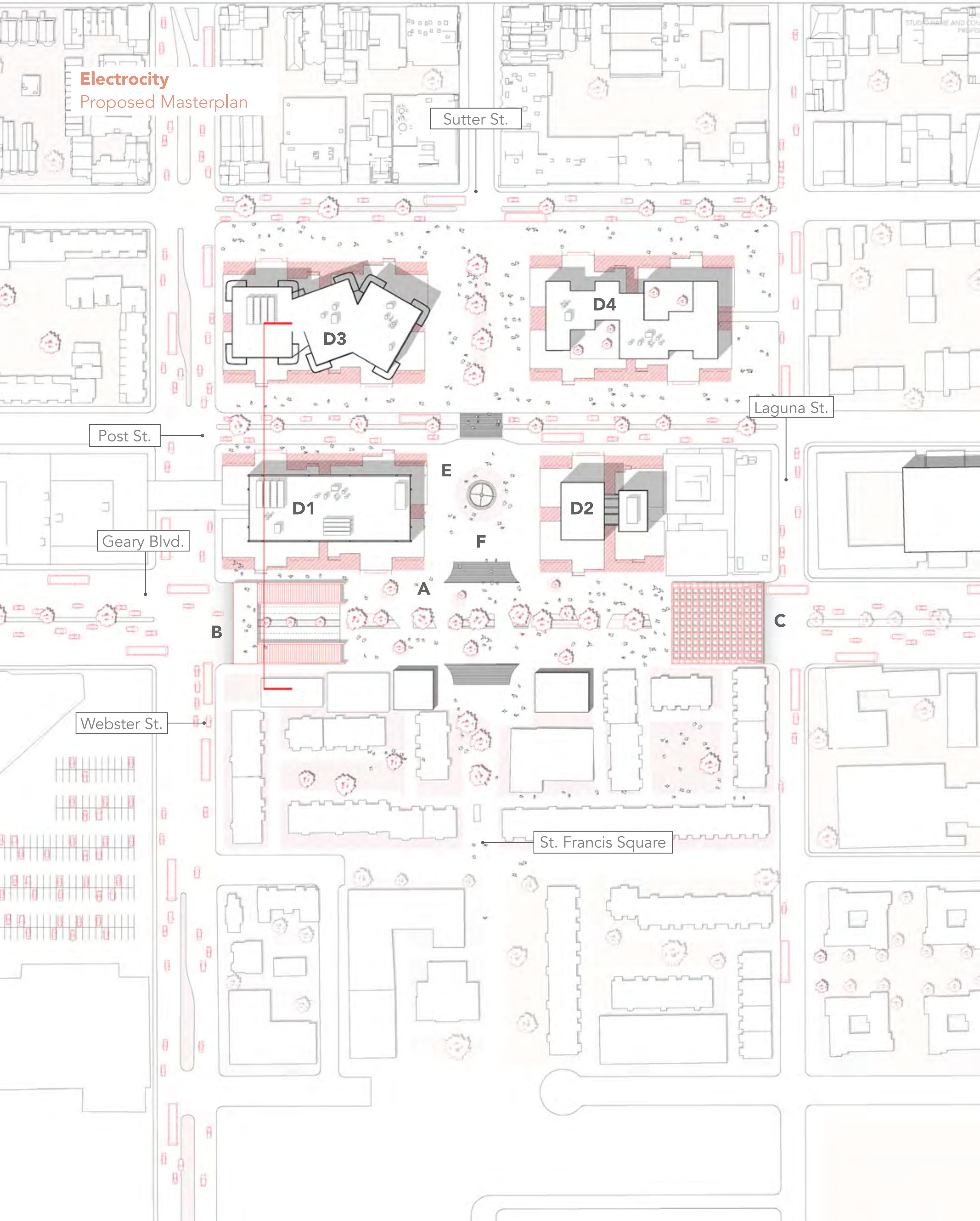
**E** Japantown Row

**F** Geary Boulevard Pedestrian Elevated Crosswalk

---

# *Masterplan Axonometric*

This axonometric demonstrates the existing masterplan. The site shares highly integrated adjacencies with the surrounding neighborhood on all sides, except along its southern border with St. Francis Square housing: Geary Boulevard acts as a divisive chasm that has produced negative effects throughout history architecturally and culturally. Japantown is in need of repair and major renovation to encourage Japanese history, culture, economy, and more.


Electrocity
Proposed Masterplan
Sutter St.
D3
D4
Laguna St.
Post St.
E
D1
D2
Geary Blvd.
F
A
B
C
Webster St.
St. Francis Square

## *Ground Floor Proposals*

**A** Deck and Plaza over Geary Boulevard

**B** Site Spectacle

**C** Legacy Museum and Event Space

**D1** Micro-Cluster

**D2** Micro-Cluster

**D3** Micro-Cluster

**D4** Micro-Cluster

**E** Legacy Peace Plaza

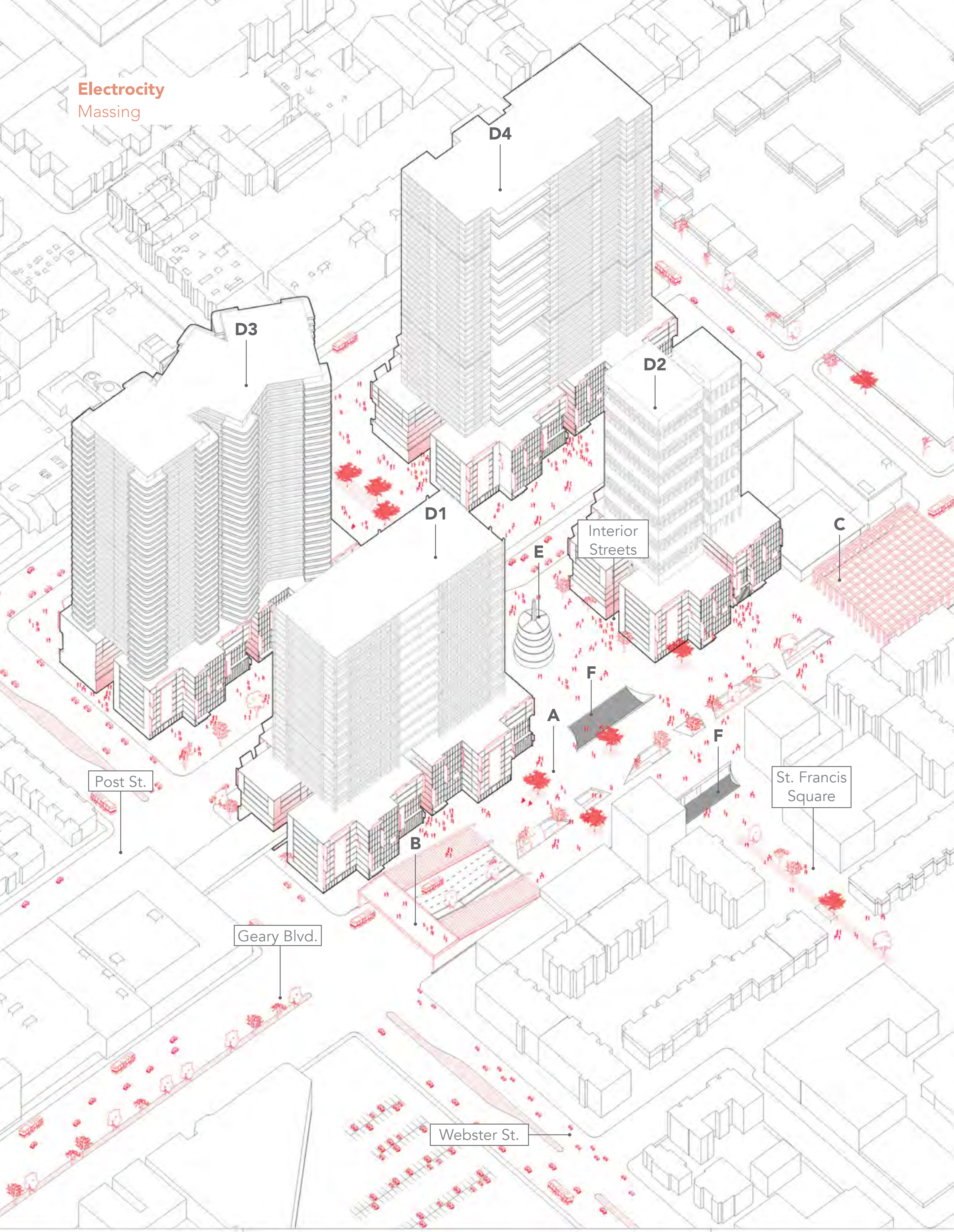
**F** Grand Stairwell to Lower Geary Boulevard

---

## *Proposed Masterplan*

Utilizing the existing grid layout, this master plan hopes to provide a better urban site for residents and visitors with minimal disruption to the existing context. Minimal disruption of Japantown's historical legacy is crucial. Therefore, larger changes in conscious and perspective ways are intended to bridge the divide between the community. This project resolves the chasm of Geary Boulevard by providing a lowered zone for vehicles and an upper platform that connects St. Francis Square and Japantown for pedestrians. Micro-Clusters of retail podiums and 25-45 floor residential towers for central living, replace the existing mall and connect this hyper-dense new neighborhood to the new plaza

**Electrocity**
Massing



## *Ground Floor Proposals*

**A** Deck and Plaza over Geary Boulevard

**B** Site Spectacle

**C** Legacy Museum and Event Space

**D1** Micro-Cluster

**D2** Micro-Cluster

**D3** Micro-Cluster

**D4** Micro-Cluster

**E** Legacy Peace Plaza

**F** Grand Stairwell to Lower Geary Boulevard

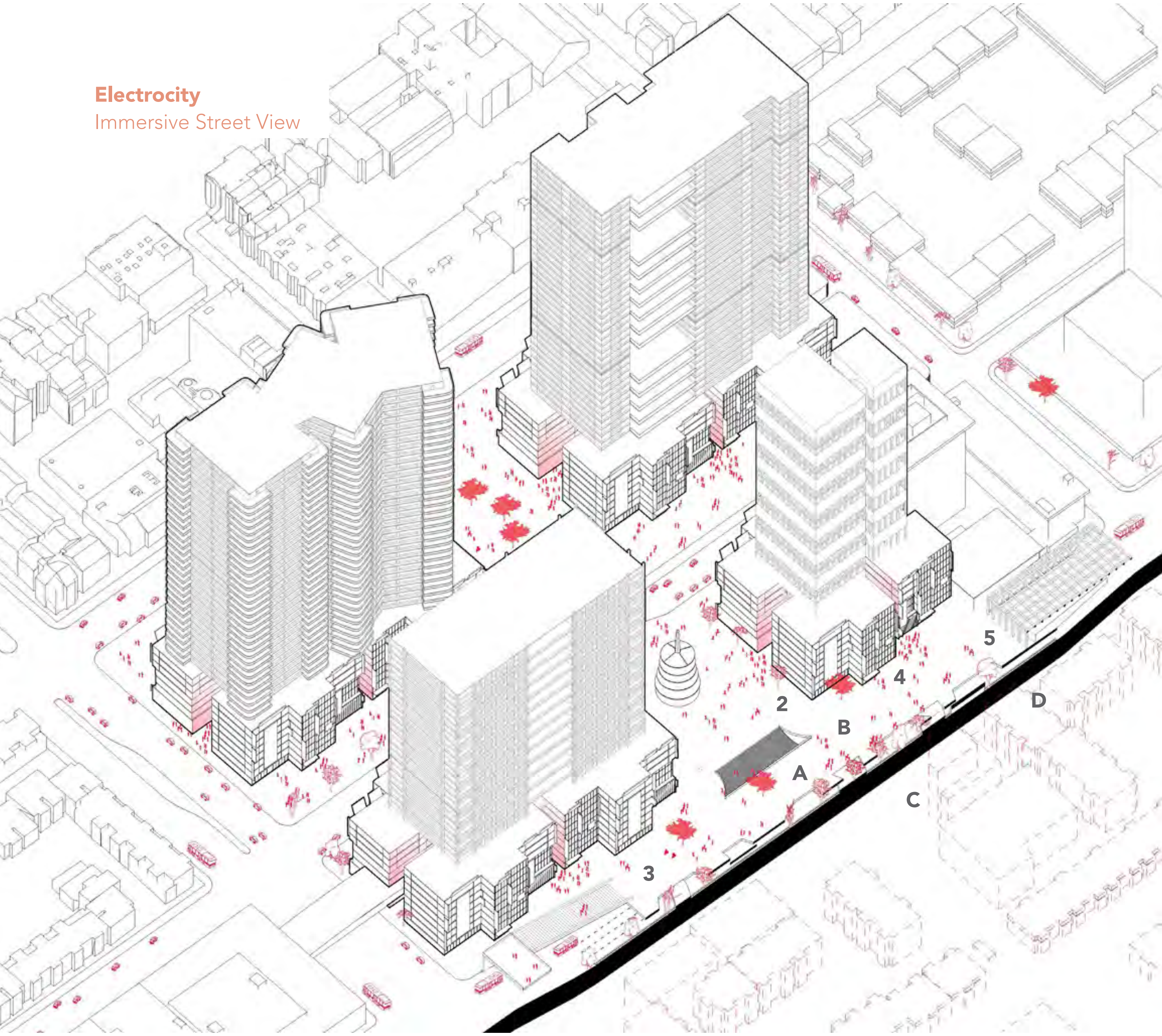
---

## *Proposed Masterplan Axonometric*

The majority of work will be processed in phases, starting by giving property owners a newly established logic for air rights and capital distribution to the surrounding area. The next phase would be to temporarily relocate many businesses to the newly developed Geary Boulevard on the upper platform while the eight-story podiums are being constructed. Once the podiums are built and businesses begin to move back in for a long term stay, the towers will begin to start construction to allow for more economic activity, an influx of population, and a more communal feel. These phases will allow for the area to feel as little disruption as possible throughout this large-scale urban development.

**Electrocity**

Immersive Street View




Japantown - A deep dive into the revised Geary Boulevard



**A** Geary Boulevard



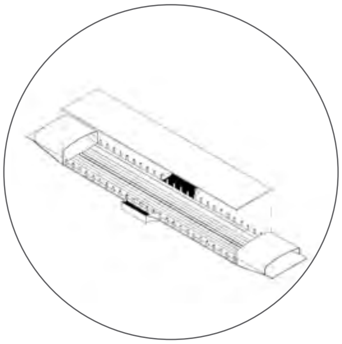
**B** Air+Light for Lower Level

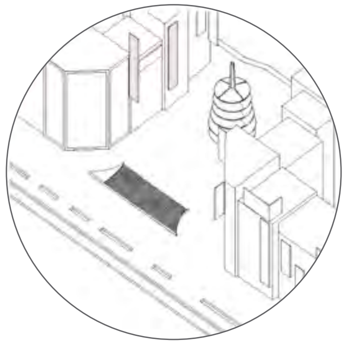


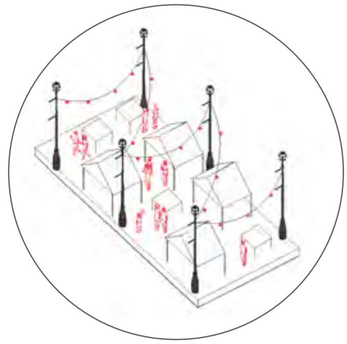
**C** Filmore to Art Museum



**D** Dual Circulation







### 1 Lower Geary Boulevard

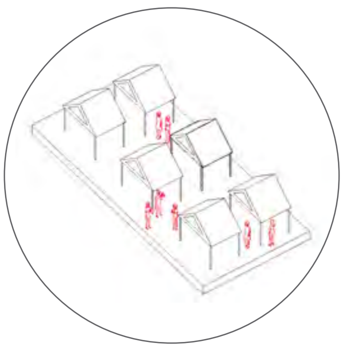
Lower and Upper Geary Boulevard will establish unity between Fillmore and Japantown and extinguish the chasm of division.

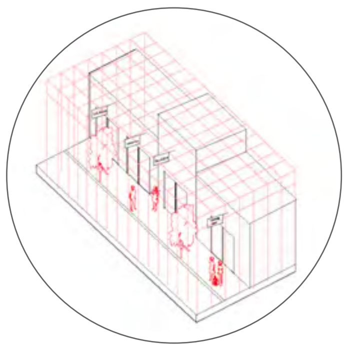
### 2 Japantown Core & Signage+

With the Retail Podiums, LED Signage, Foliage, and the Peace Pagoda, the core to Japantown will thrive.

### 3 Night Market

With Electrocity's proposal of LED signage, night-time will be active and draw in various demographics.





### 4 Day Market & Geary Market

Maintaining the Japanese themed businesses is very important for their legacy and heritage. Encouraging more market place activity would benefit the collective.

### 5 New Japanese CBD

Japanese businesses should reflect the community with classes or shops that reflect the culture. The new CBD will preserve and promote Japanese Heritage.

## *Immersive Street View*

In 2021 the Covenant will expire, and there needs to be major redevelopment to preserve the Japanese history and businesses. This is achieved through upzoning, clauses for tenants, civic signage, and Geary Boulevard redevelopment. To maintain liberty and agency for the owners of select properties, there will be an upzoning of each property up to 500' tall, allowing for communal capital to be generated. Japanese themed businesses will be given the storefronts in the newly developed properties along with a perpetual relationship up to their discretion. The protection of Legacy Japanese Businesses is what drives market value to the site of Japantown.

**Electrocity**
Section Perspective





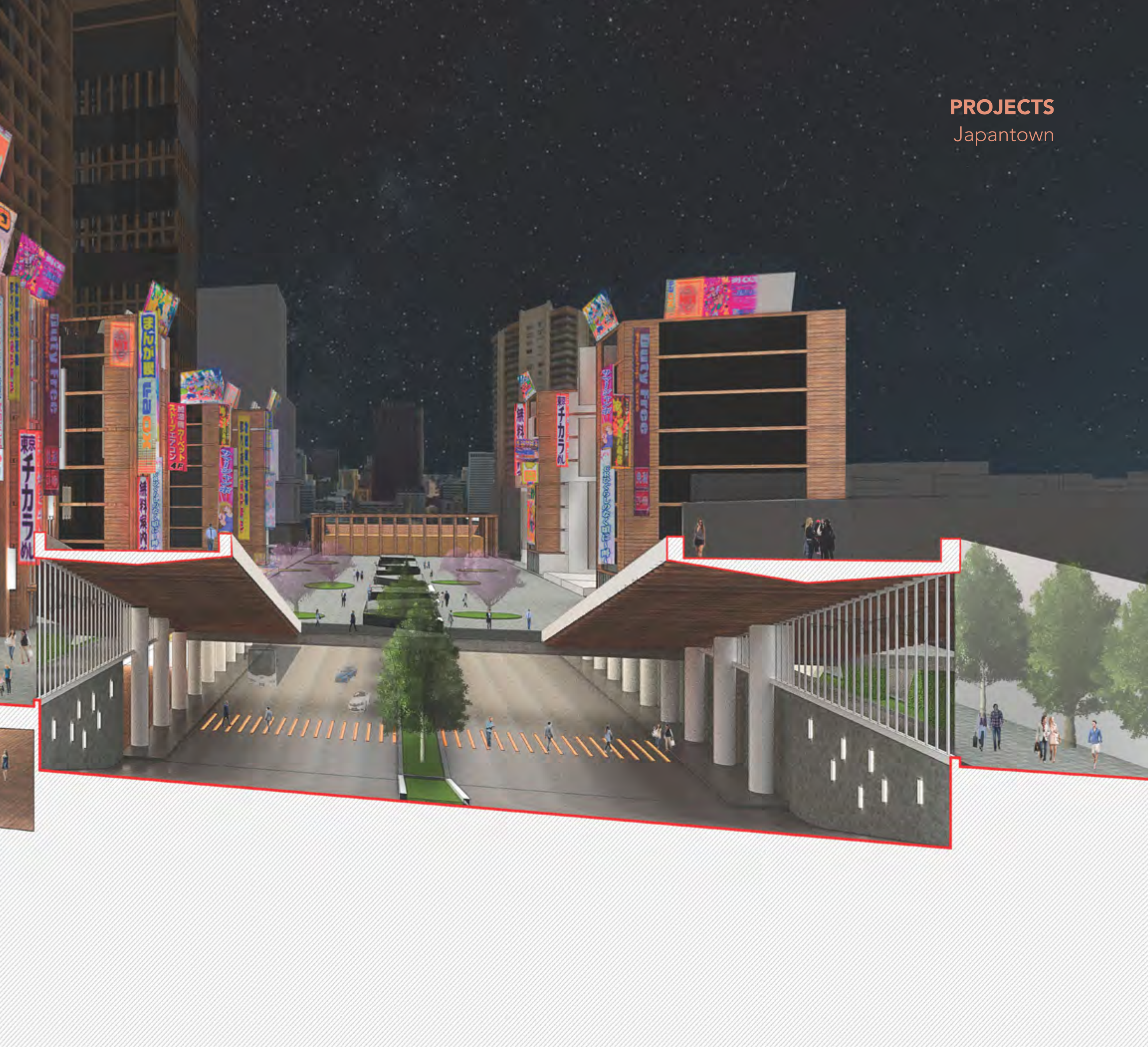

Hyper Advertising



Atrium for Visual Connection



Underground Circulation




## *Section Perspective*

Cutting through the revised Geary Boulevard and eight-story podiums, we begin to imagine a new way of living with Japanese influence in San Francisco. Adjusting the position of traffic and vehicular movement to be away from pedestrians allows for a more enjoyable living and shopping experience. The abundance of LED signage inspires culture, economy, and lifestyle, giving the area more life and attraction. Come to Electrocity located in Japantown San Francisco!

*Opportunities and constraints are embedded in our built environment, and designers can create places that either continue the patterns of history or propose a more equitable future.*

# *India Basin*

## Equity

**Ming Thompson, AIA, IIDA, NOMA**
Co-Founder/Principal of Atelier Cho Thompson

Our neighborhoods shape our lives. Opportunities and constraints are embedded in our built environment, and designers can create places that either continue the patterns of history or propose a more equitable future. In this project for India Basin, Wan Yan and Xiao Xiao have designed a hopeful vision of a neighborhood where the principle of equity is foregrounded.

First, a primer: equity is the opportunity for all people to succeed, no matter who they are or where they come from. Equity is about each person having access to the tools they need for that success, which could be capital, space, networks, physical resources, or support of any kind. Equity is looking at a person as a whole person, with a history and real human life.

This community, made up of India Basin, Hunter's Point, and Bayview, has long suffered from isolation from the rest of San Francisco, divided from the city by both economic and geographic barriers. The neighborhood is home to the largest African-American community in San Francisco and has a deep history of community activism and local pride. At the same time, this area suffers from an unemployment rate six times that of SF at large, and its median household income is only a third of neighboring Potrero Hill. This

neighborhood has the highest rate of COVID in San Francisco, and our unfolding public health crisis has revealed in sharp relief how economic and racial inequality has profound effects on life and death. What, then, do the people of this neighborhood need to create a more equitable future? Wan and Xiao have proposed four distinct approaches to increasing equity:

**01 Access to Jobs**
By embracing the industrial and maker history of the site, Wan and Xiao propose that this zone allows for job creation and training within a diverse landscape of businesses. By harnessing digital resources like e-commerce platforms, the project proposes that technology can have a democratizing influence, lifting up small businesses. At the commencement of the studio, the struggles of brick-and-mortar retail were already apparent, and now, in the COVID era, urban retail is in dire straits. This project imagines a hopeful and expansive vision for the future of retail jobs, breaking down barriers between makers and consumers, between experience and shopping, between the street and the shop.

**02 Access to Space**
This project proposes a novel approach to ground floor space. By shifting away from fixed long term leases and toward more flexible arrangements, the team is proposing lowering the barriers to entry for makers and small business owners. In the project's Sharing Economy Labs, individuals can share resources, thereby alleviating rent pressure. Co-living artist lofts allow people to share the costs of living and embed themselves in a vibrant creative community. Incubators' Direct Outlets allow companies to join together to create dynamic shared storefronts. This is a persuasive vision of a new approach to the city's strict zoning code, wherein mixed industrial, retail, and housing uses can overlap. And outside the building, a 24-foot sidewalk system promotes street vendors, a concept common across the world but typically prohibited in the U.S.  This isn't just access to low-cost space; this is access to richly imagined and carefully designed space that can grow and change with its users.

**03 Access to greenspace**
By bridging the hillside, the sea, and the shipyard, this project takes advantage of the incredible landscape of the neighborhood. By shaping the massing of the project around key wildlife and water passageways, Wan and Xiao propose a vision of urban space shaped by greenspace first, prioritizing ecology and the relationship between humans and nature. The site, contaminated by years of use by the Navy, would be remediated, offering a restorative approach to years of environmental injustice. This is a project for urban healing, giving residents access and stewardship over a clean and revitalized landscape.

### 04 Access to Resources

When working on a recent project in a low-income neighborhood, a client remarked, "We deserve a good building, yes, but we also deserve beauty. We also deserve care. We also deserve dignity." A great neighborhood offers up necessities like grocery stores and parks, but also gives its residents beautifully and thoughtfully designed places. We all deserve access to the things that make the city great: art and culture, quirky restaurants and unexpected retail, and an architecture that celebrates and lifts up human life. Wan and Xiao's project is effusive, inspiring, and dynamic.

The unfolding disaster of COVID-19 has revealed, in stark clarity, the economic and racial inequalities of contemporary American cities. The biases built into our traditional models of architecture and planning have yielded tremendous spatial inequities: by being born into a neighborhood, you may be more likely to suffer from illness, unemployment, and economic hardship. The old normal isn't returning; it's time for a new generation of designers to propose an alternate path forward.

Wan and Xiao have identified this project as an opportunity to think differently about the future of the city. Embedded in this project is an implied critique of the typically isolated model of development in San Francisco and on this site in particular. Wan Yan and Xiao Xiao's proposal for this site is based on a concept of bridging, both through physical structures that connect the hillside, the sea, and the shipyard, but also through cultural and social propositions that connect the industrial past, the community of artists, and the existing neighborhood in all their complexity. And by bridging India Basin to the rest of its city, we can create a neighborhood that is deeply knit into the fabric of its city and provides a resource to us all. Sensitive development of this neighborhood, attuned to its history, its people, and its potential, will amplify and nurture what makes India Basin unique. It is collisions and connections between program, people, and potential that make cities great places to live, and it is projects like this that will bring San Francisco forward to a better future.

## **Bridging Barriers**
Counter Proposal



# *Bridging Barriers*

**Wan Yan & Xiao Xiao**

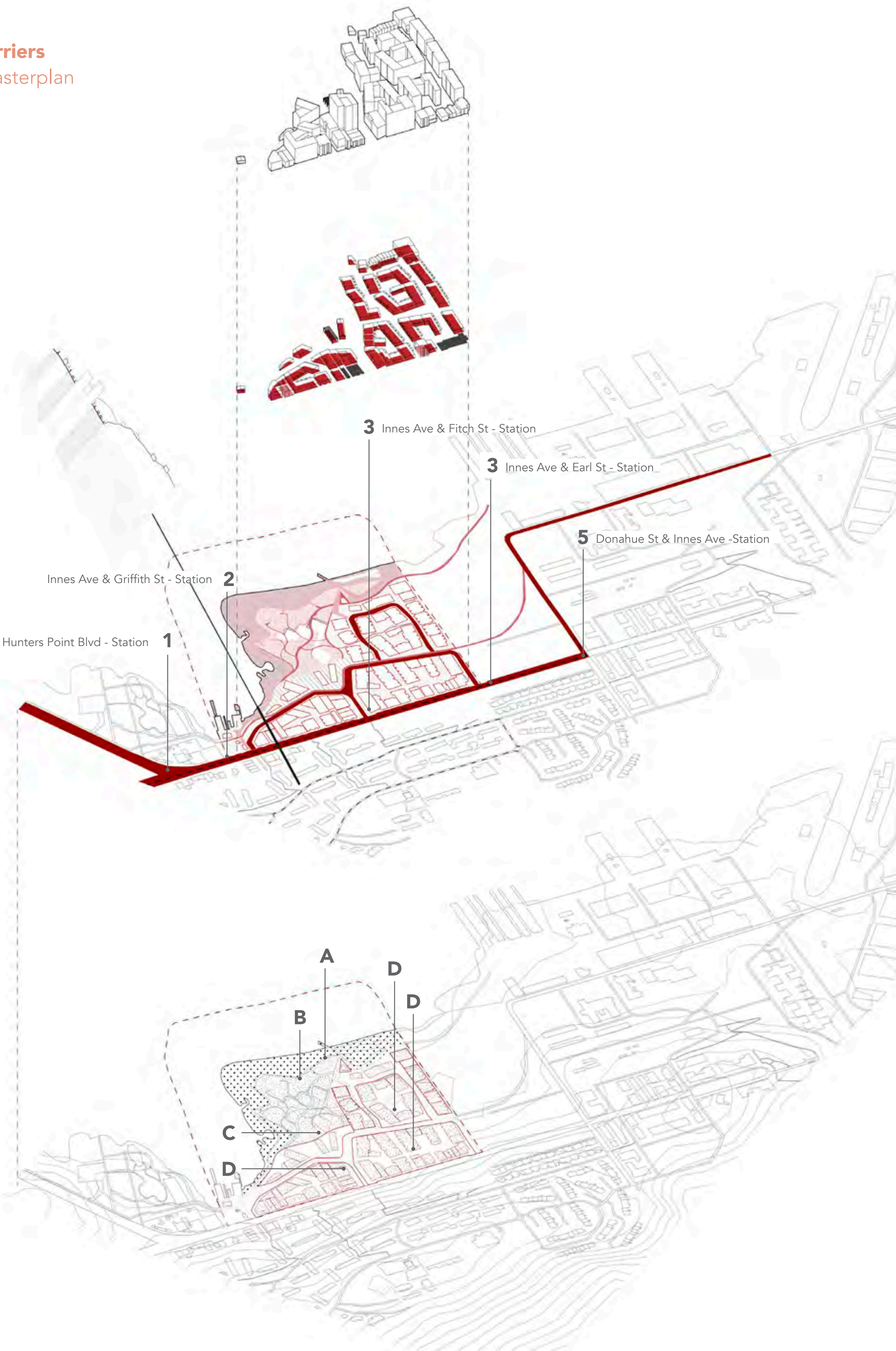
Positioned on the eastern edge of Bayview Hunters Point, at the base of Hunters Point Hill, India Basin sits at the intersection of downtown San Francisco, Oakland, and several Peninsula communities. Although India Basin is promoted as the sunniest neighborhood in all of San Francisco and home to a burgeoning creative scene, the area is said to be the most isolated neighborhood in the entire city. This is due to its location, geographic barriers, and the stigmatized image of the area.

The existing design proposal, as presented by BUILD, offers an urban form that reinforces India Basin's unique shoreline condition and promotes a pedestrian-friendly environment. It seeks to create a district center that celebrates a distinct waterfront retail experience. While alluring, the proposal does not address the drastic divide between this progressive new development and the isolated and economically disadvantaged Hunters Point Hill community south of Innes Avenue.

The following design proposal will address this divide by bridging the physical and economic barriers between India Basin and Hunters Point Hill, thereby further integrating and activating the ground floor of the proposed development. Specifically, it superimposes three major new strategies to the existing proposal: 1) create an ecological infrastructure that serves as another ground floor to bridge the gap between the site and the uphill community, while providing another unique spatial experience on and underneath the bridge; 2) create an exploratory and porous pedestrian experience on the ground floor; 3) redevelop the vacant land between India Basin and Hunters Point Shipyard to bridge the site and the Hunter's Point community by creating spaces that not only support PDR, artists, and musicians but also serve as the community's job training, cultural and education center. With these new strategies, this proposal seeks to address environmental, social, and equity issues in hopes of creating a unique ground floor for both the existing and future communities.

**Bridging Barriers**

Proposed Masterplan
by BUILD






**1** Open Market



**2** Residential Buildings



**3** Green Space



**4** Social Steps



**5** Multi-Family



**6** Street Life

## *Legend*

**A** Wetland

**B** Shoreline Park

**C** Public Plaza

**D** Proposed Building Masses

## *Masterplan Axonometric as Proposed by BUILD*

This axonometric demonstrates the proposed masterplan as presented by BUILD. The proposal envisions a pedestrian-first, human-scaled neighborhood where amenities are accessible with a short walk. It re-imagines urbanity as integral with ecology to create a human-scale urban village that contributes to the surrounding community. Beyond a development venture or park expansion, this innovative Public-Private Partnership advances the City's and community's aspirations for housing, jobs, shoreline adaptation, waterfront access, essential recreation space and vital community services.

**Bridging Barriers**
Study Models




## *Legend*

Hill-Water Connections

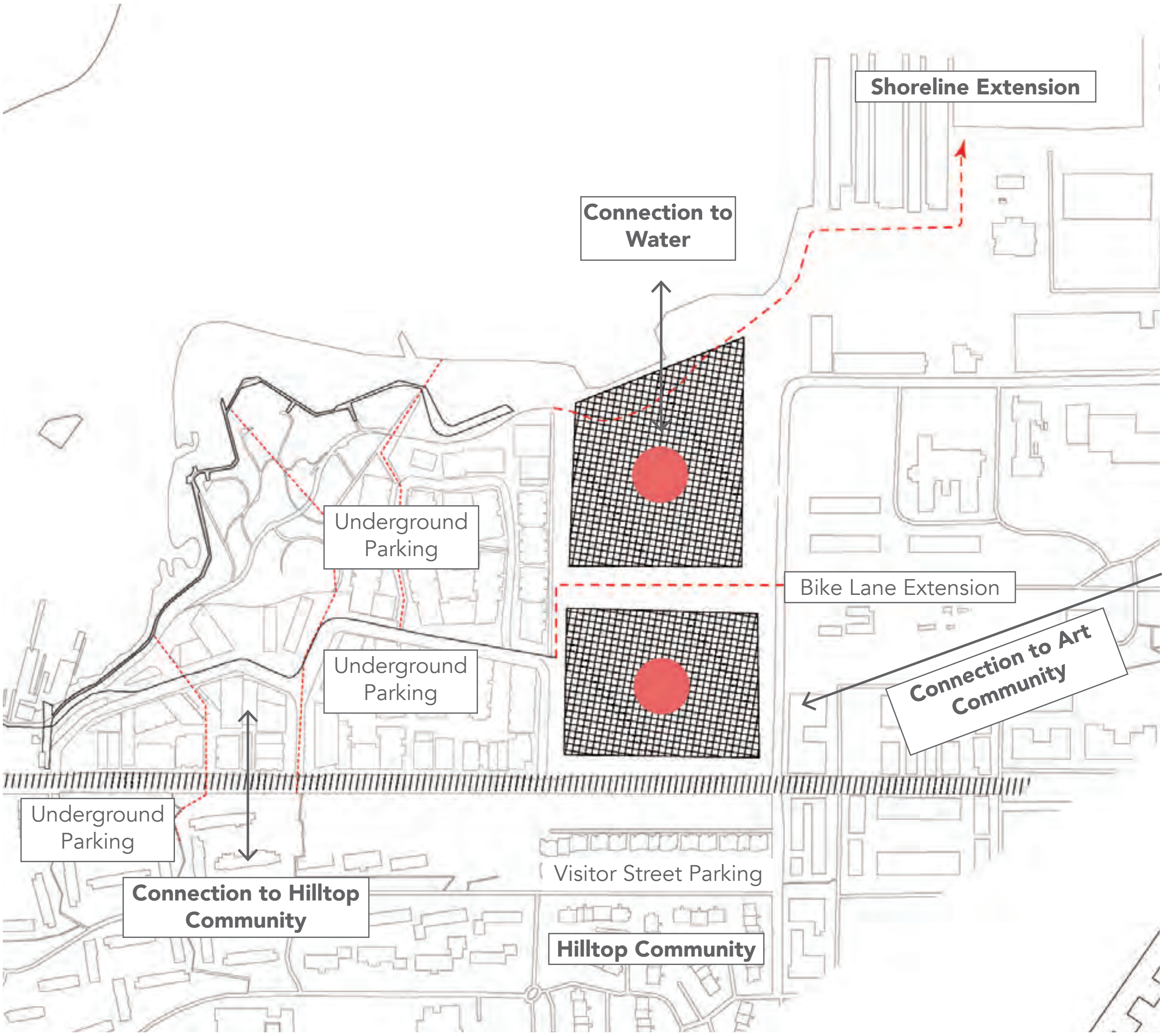
Grid-breaking Paths

New Development

**1** Hilltop community

**2** Indian Basin Development

**3** Proposed New Development



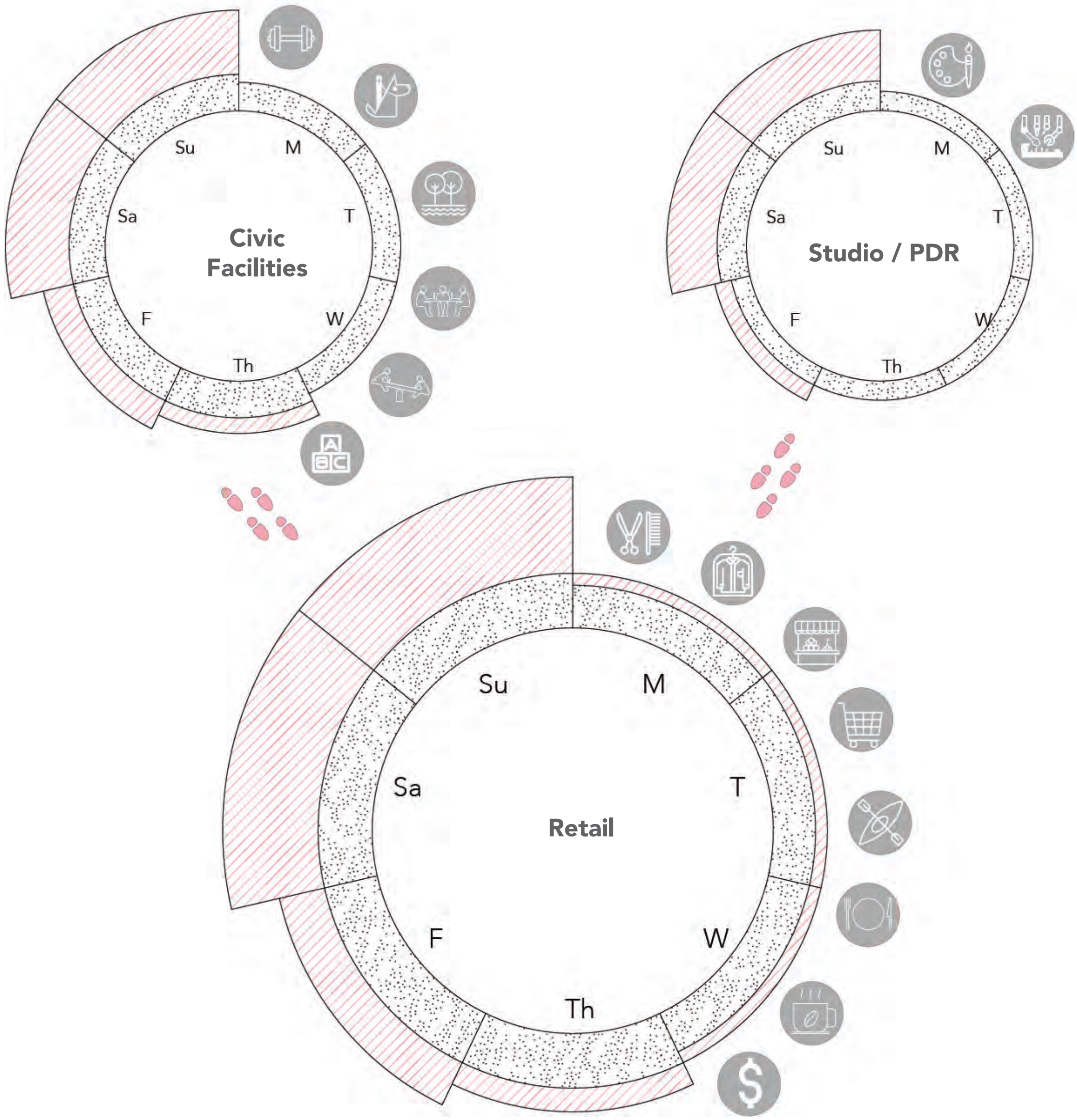

# *Three Intervention*

1. An ecological bridge serves as an extended ground floor for the hilltop community while providing direct access to India Basin and the Bay.

2. Alleyway circulation cuts provide a maze-like, intimate, and yet open ground floor experience.

3. The industrial-scale of the new development brings back the shipyard heritage and leverages various programs for job and density creation.

**Bridging Barriers**
Background




## *Legend*

Visitor Activities

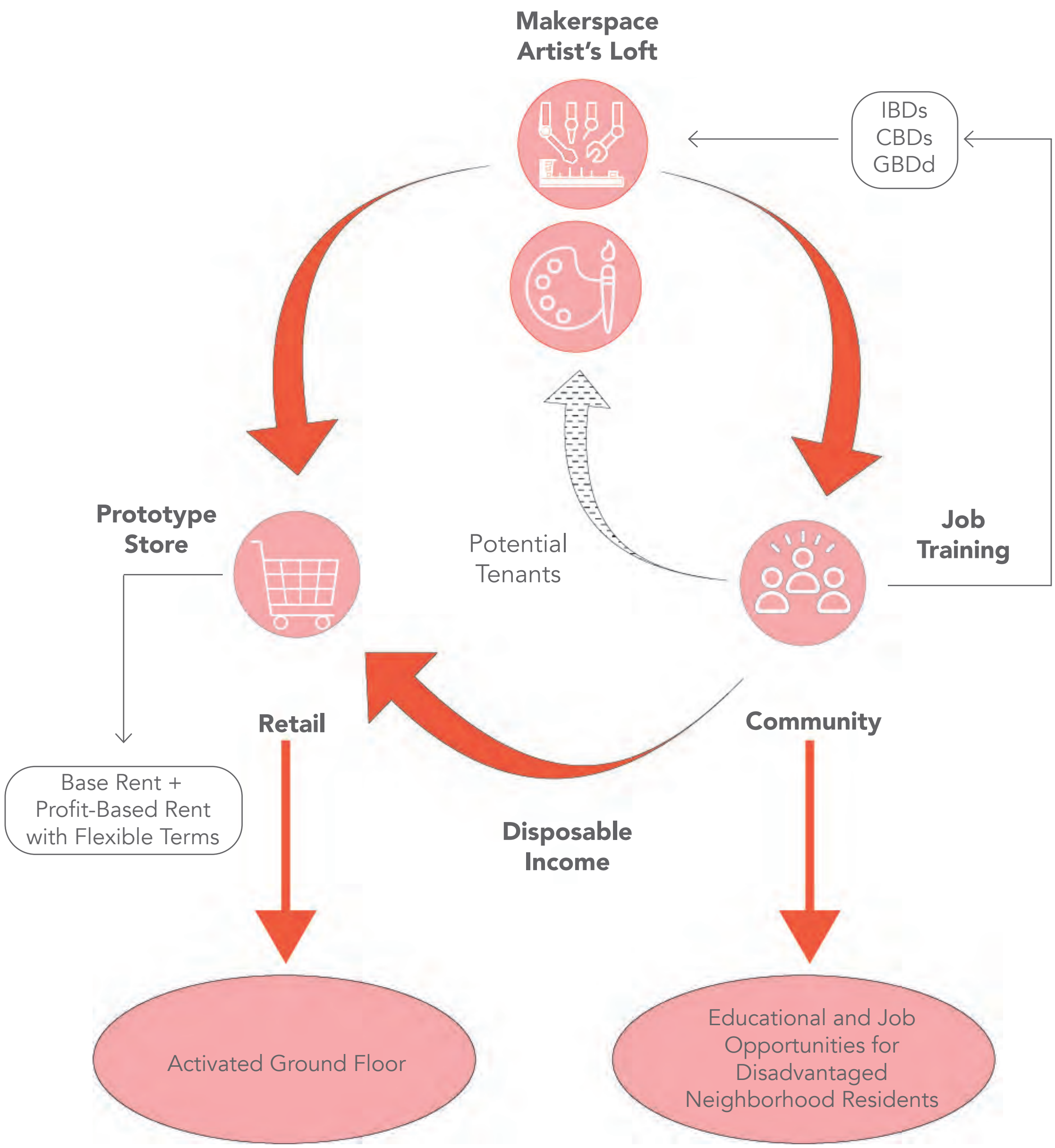
Resident's Activities

Private/Co-ownership

CBDs

Public






## *Community Synergy*

The new proposal creates a synergy among the various constituents in the community, which will result in an activated ground floor that will trigger improvements throughout the neighborhood. These developments include higher exposure to educational services through maker-spaces and community centers, along with an increase in employment rates through new job creation for the local community.

## Bridging Barriers

Proposed Masterplan



## *Legend*

Neighborhood Movement

Grid Breaking Lines

Water Movement

Bus Lines

## *Proposed Masterplan Axonometric*

The intervention will break down the relatively regular grid of the current proposal with a secondary circulation path, thereby creating small retail parcels and more fun and exploratory spatial experience.

## Bridging Barriers

Proposed Masterplan



## *Legend*

**A** Community Garden

**B** Amphitheater

**C** Shared Economy Lab

**D** Maker's Space & Job Training Center

**E** Culture Center & Artists Loft

**F** Flex Space & Artists Loft

## *Legend*

New Proposal

Plaza

Tube Shops

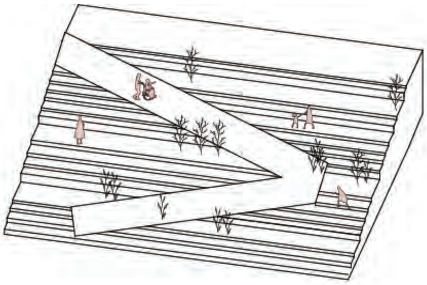
Eco-Bridge

Green Space

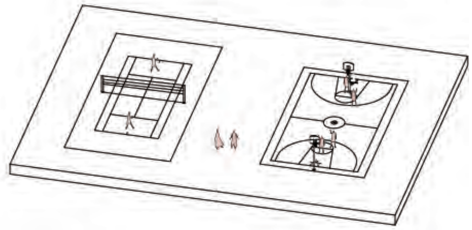
Grid Breaking Lines

## *Proposed Masterplan*

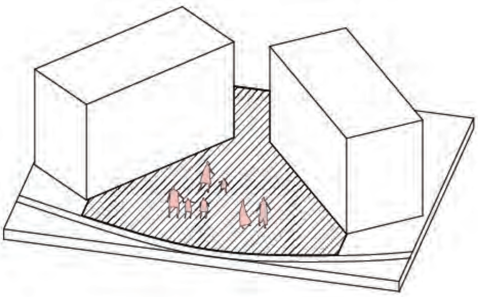
The second intervention is to build a physical bridge to connect the hilltop community to the India Basin site. The bridge also serves as an extension of the ground floor for the uphill community. This proposal seeks to bring back the shipyard heritage and take advantage of the local art community by building industrial-scale spaces as a vessel to host programs that facilitate job creation, job training, and cultural education to bridge the social-economical barrier.



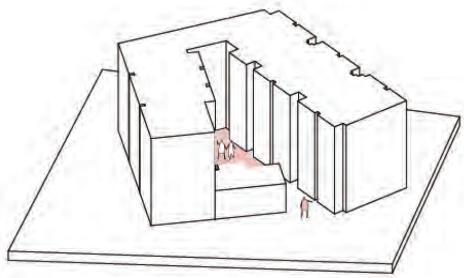
**Shoreline Amphitheater**



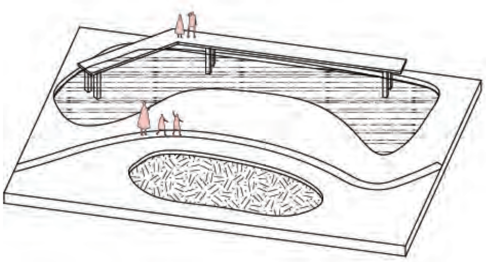
**Sport Courts**



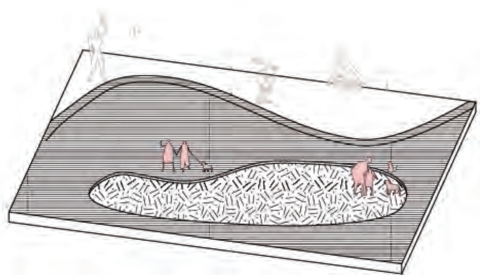
**Plaza**



**Courtyard**



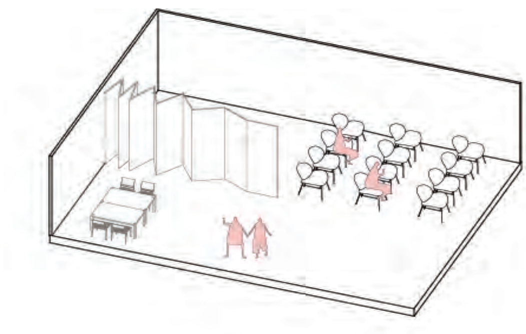
**Boardwalk Park**



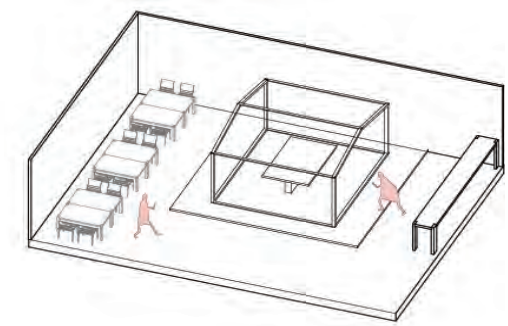
**Sculpture Park + Dog Park**

## *Proposed Programs for Outdoor Spaces*

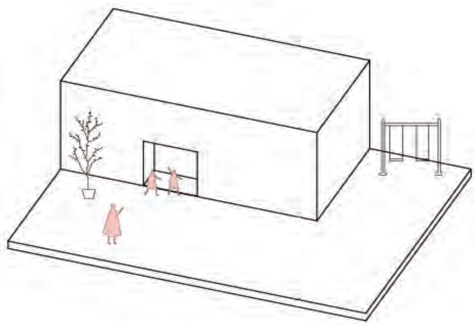
A variety of public spaces with distinctive spatial qualities that take advantage of the coastline views. Each proposition serves as a tool to help fulfill the community's needs and enrich the visitor's experience. The proposed program is designed to respond to the site's unique topography and context.



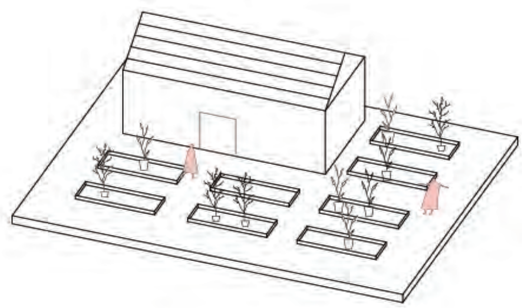
Flexible Community Space



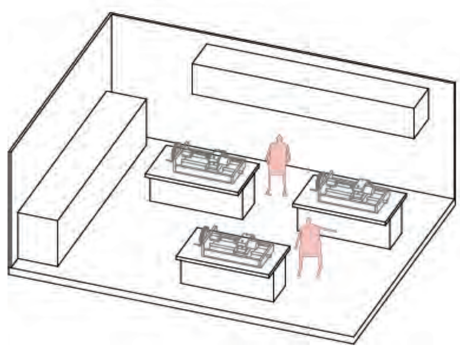
Co-Working Space



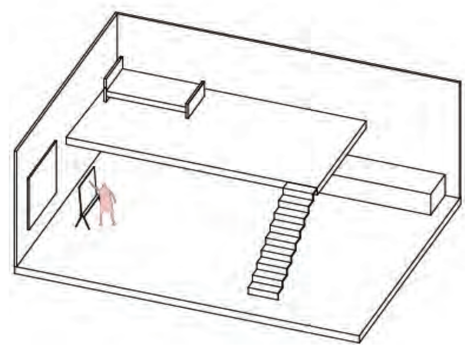
Childcare Service



Commucal Garden



Maker Space

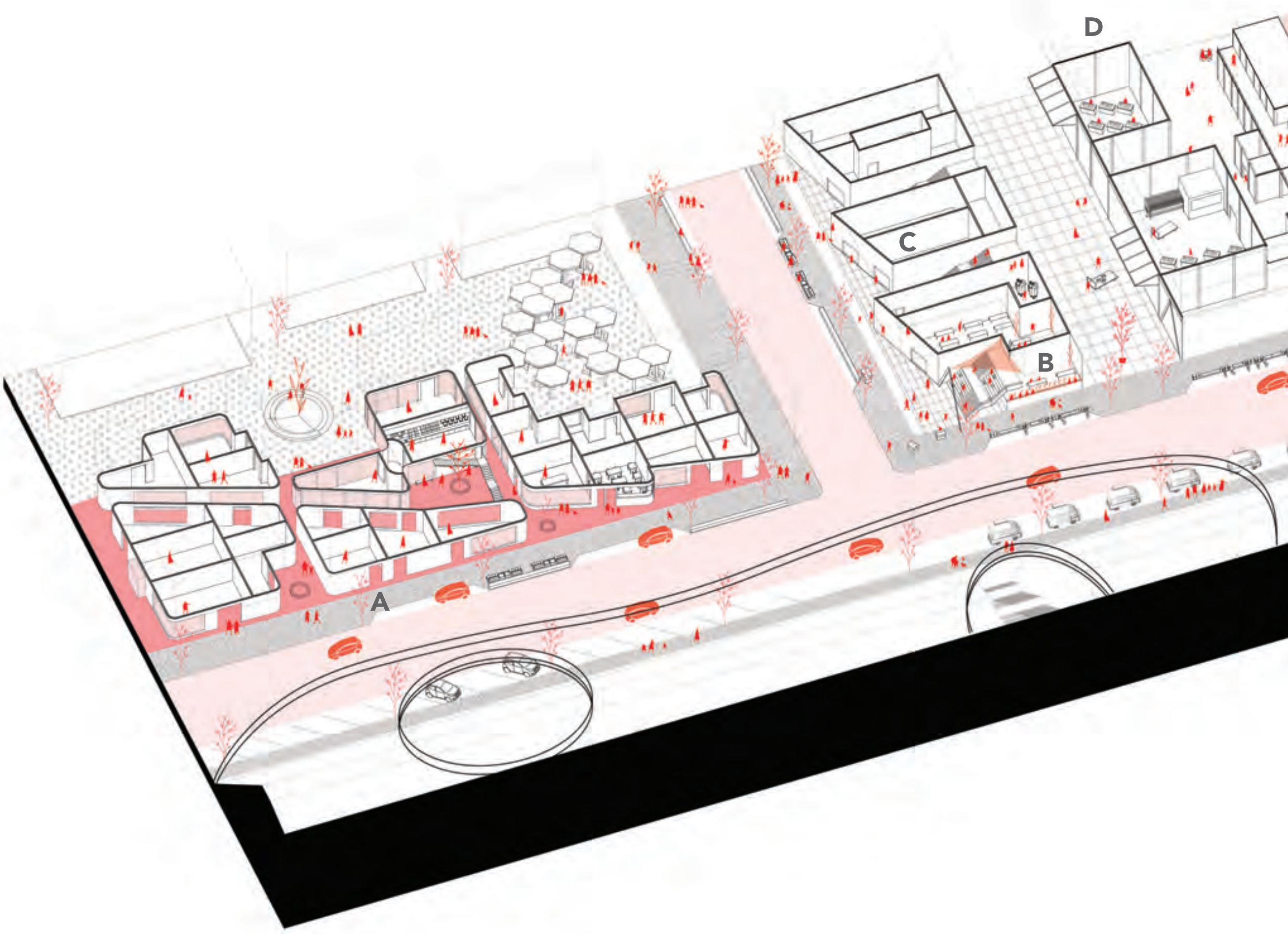


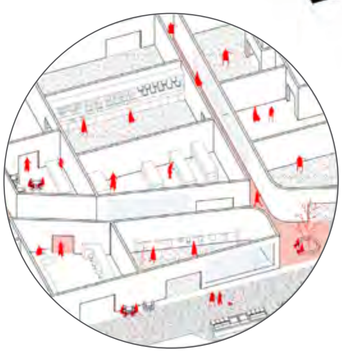
Artist's Loft

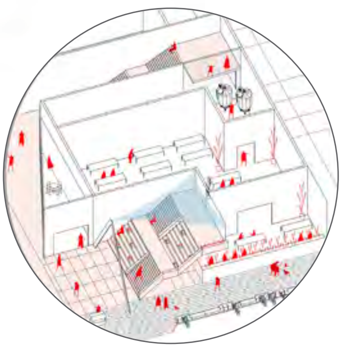
# *Proposed New Programs*

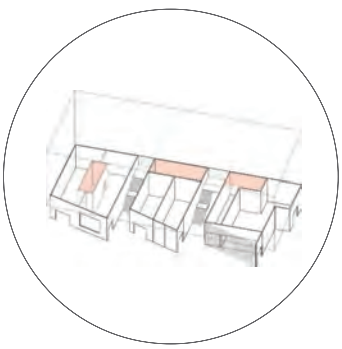
In an effort to create more jobs and increase community engagement, the following programs are chosen as avenue meant to develop technical skills, explore new areas of interest and provide resources to create a more equitable community. These programs operate under the CBDs for quick adaptations.

## Bridging Barriers
Ground Level







**A Market Maze**

Small-scale market maze creates a wondrous and intimate shopping experience.

**B Public Stairs**

The grand stairs can be used for event space, waiting area, or simply a place to read a book.

**C Sharing Economy Lab**

Three prototypes for restaurants or stores that aim at sharing resources and alleviating rent pressure.



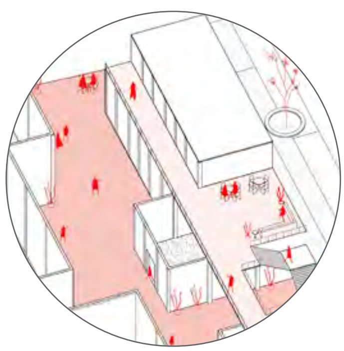
## *The Ground Floor Exposed*

This drawing demonstrates a variety of spaces and activities that can take place on the ground floor. The finer-grained and porous retail space create a contrast with the streamlined industrial-scale maker space and artist's loft. In between, are the prototypes for small businesses with shared resources, which leverages architecture features to enable different types of sharing between two or more businesses.



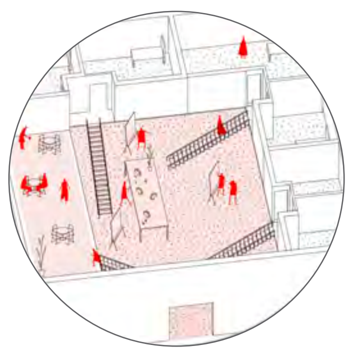
**D Maker Space**

With a 24-foot ceiling height, these spaces house heavy machinery for major production work. Garage doors allow for easy transportation and expansion.



**E Maker Space - Light PDR**

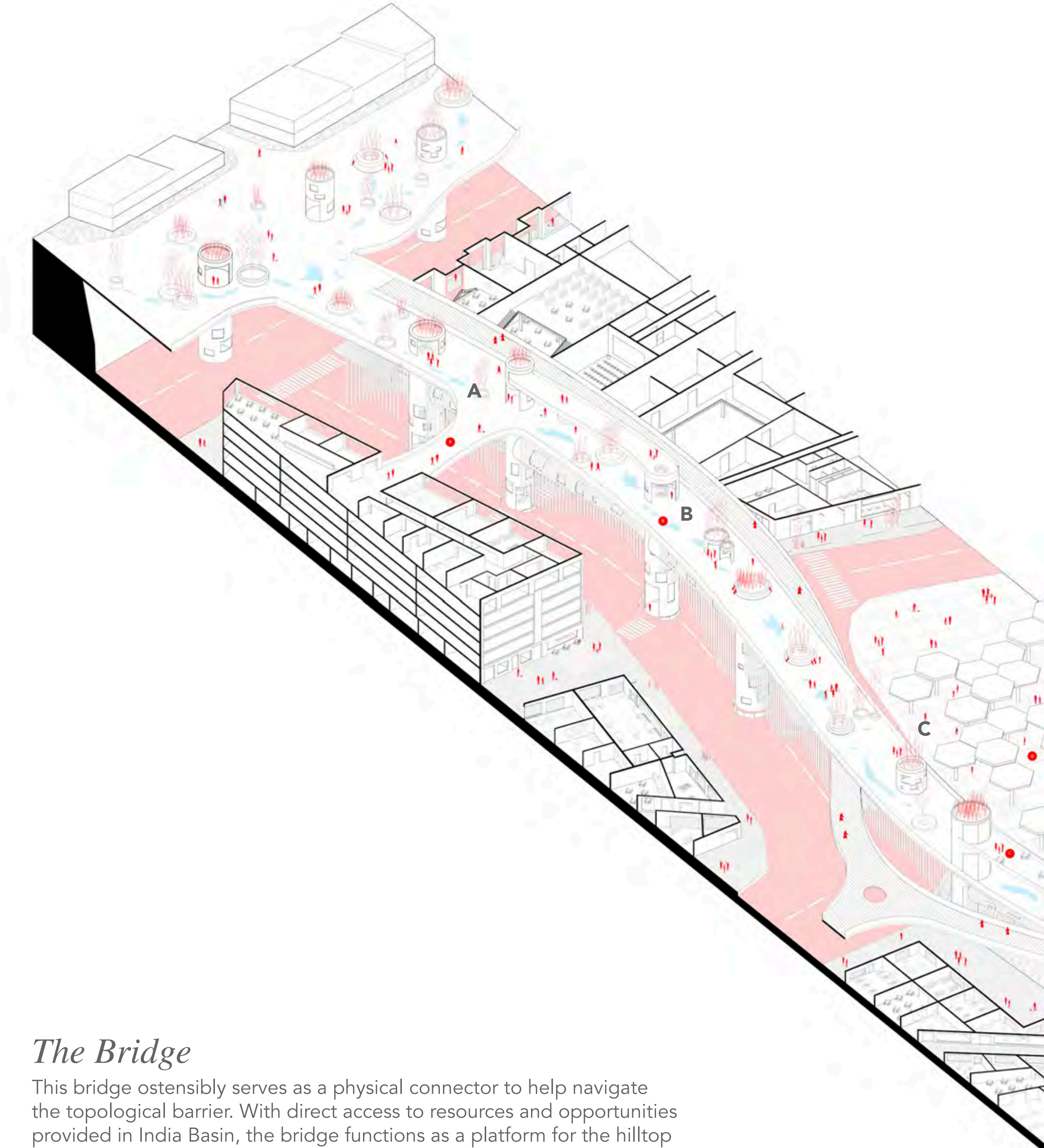
With a 12-foot ceiling height and flexible space, these spaces can be used as training space, classrooms, or coworking space.



**F Artists Loft**

A communal living space for artists and musicians to inspire each other and to alleviate living costs.

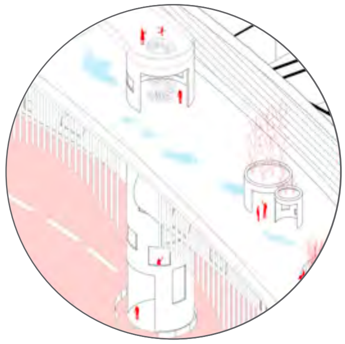
**Bridging Barriers**
Immersive Street View

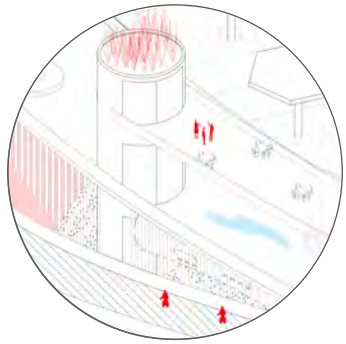



## *The Bridge*

This bridge ostensibly serves as a physical connector to help navigate the topological barrier. With direct access to resources and opportunities provided in India Basin, the bridge functions as a platform for the hilltop community to help overcome the social and economical barrier.







### A Ramp

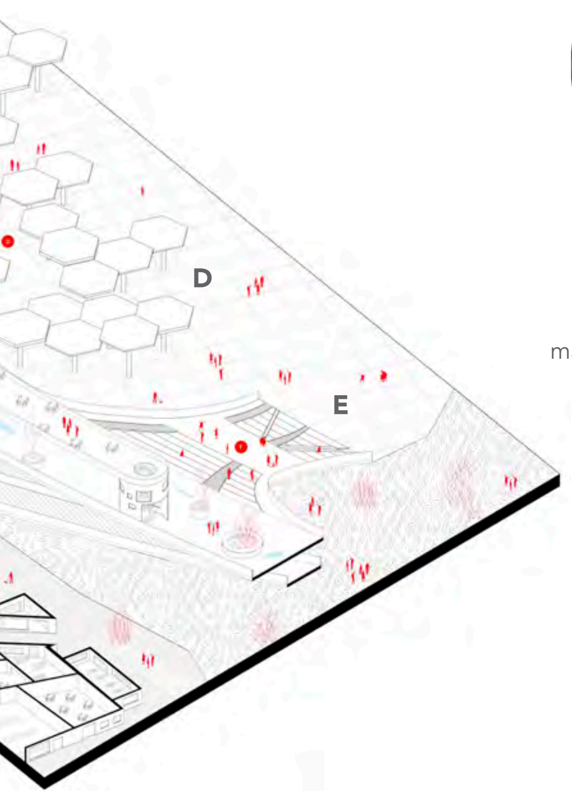
The ramp acts as the artery to channel the pedestrians from the hilltop community to their desired destination throughout the site.

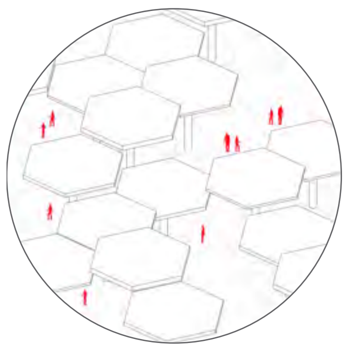
### B Tube Shop

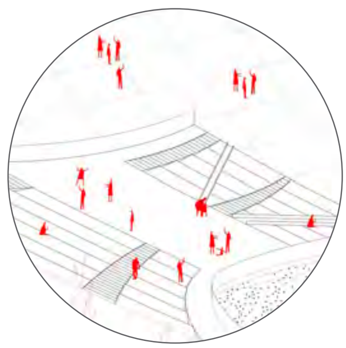
The tube shops serve three functions: they provide structural support, serve as retail shops, and offer vertical circulation between the ground and elevated levels.

### C Viewing Platform

The viewing platform is the highest point on the bridge. It provides ideal views for bird watching and engaging with the outdoors.





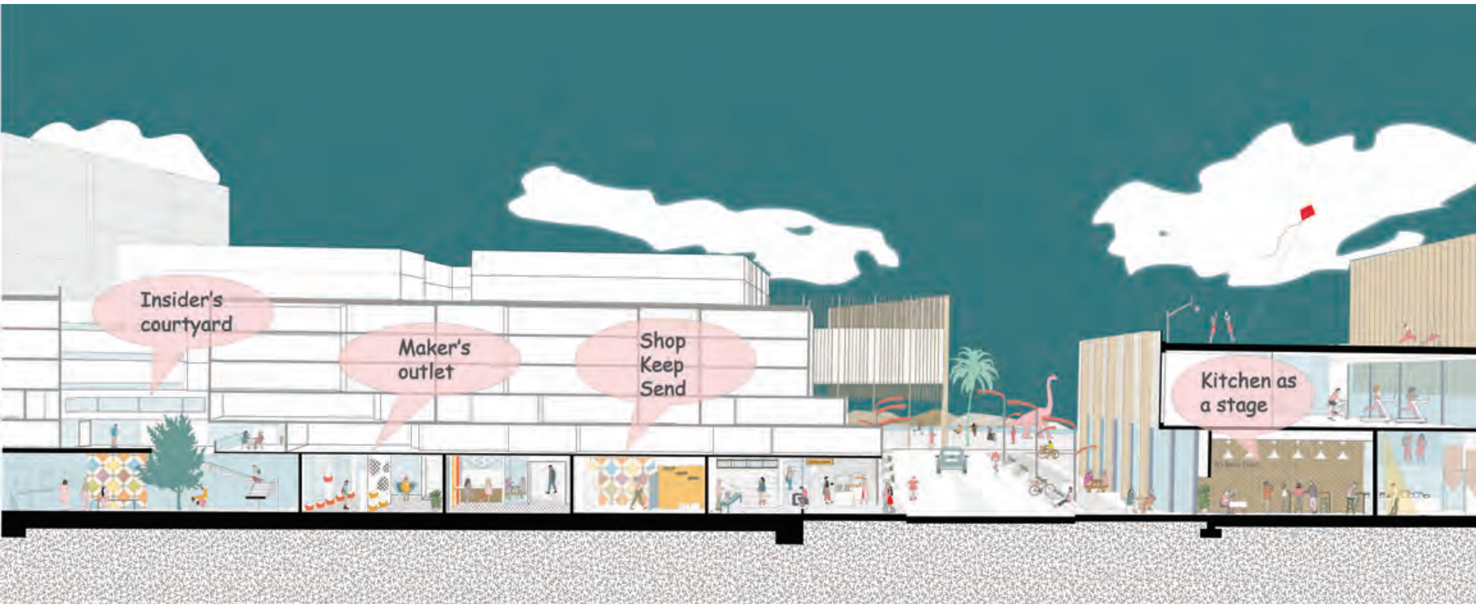
### D Public Plaza

This public plaza is a farmers market by day and a town square by night.

### E Slide Ramp

These grand stairs take the pedestrian directly to the plaza. They also function as a resting stop and a slider for children to play.

## Bridging Barriers
A Multi-Purpose Ground Floor






### Insider's Courtyard

Hidden in the alleyway, the courtyard is a tranquil sanctuary for introverts and a pleasant surprise for the explorers.



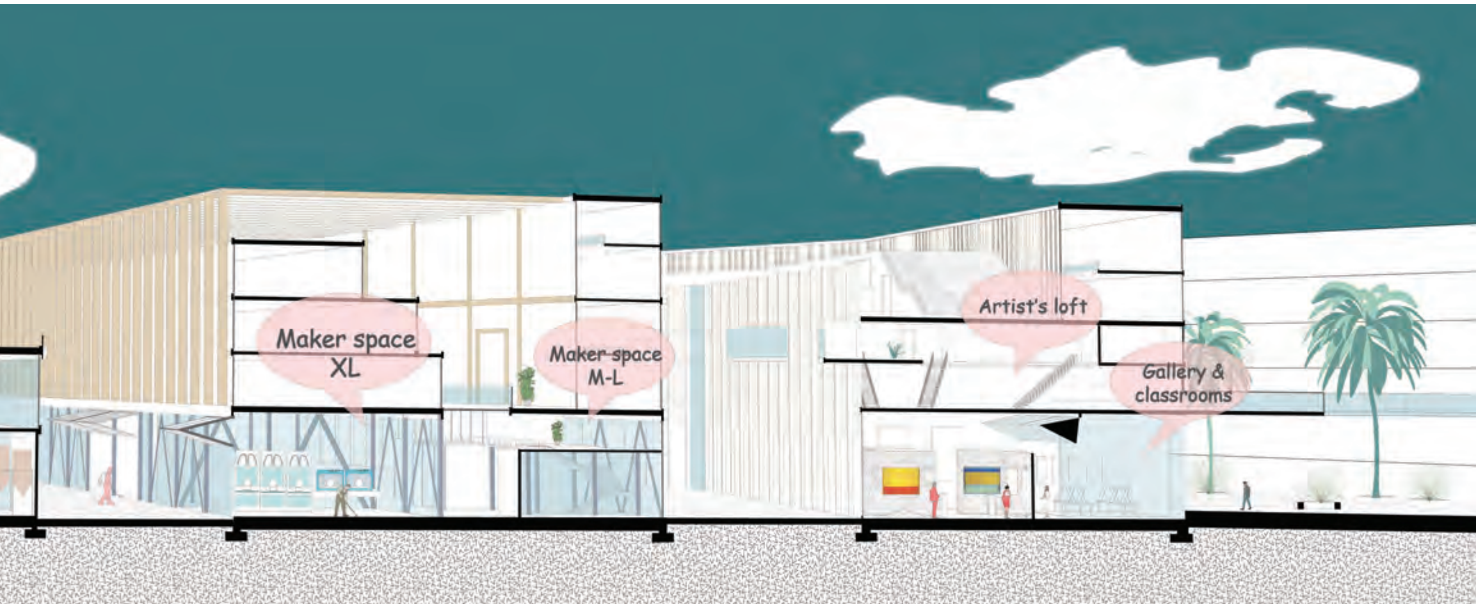
### Incubator's Direct Outlet

These small scale stores can serve as direct outlets for the makers in the neighborhood. Co-owned by two or more makers, the store features one-of-a-kind products from local artisans and designers.



### E-Commerce Connector

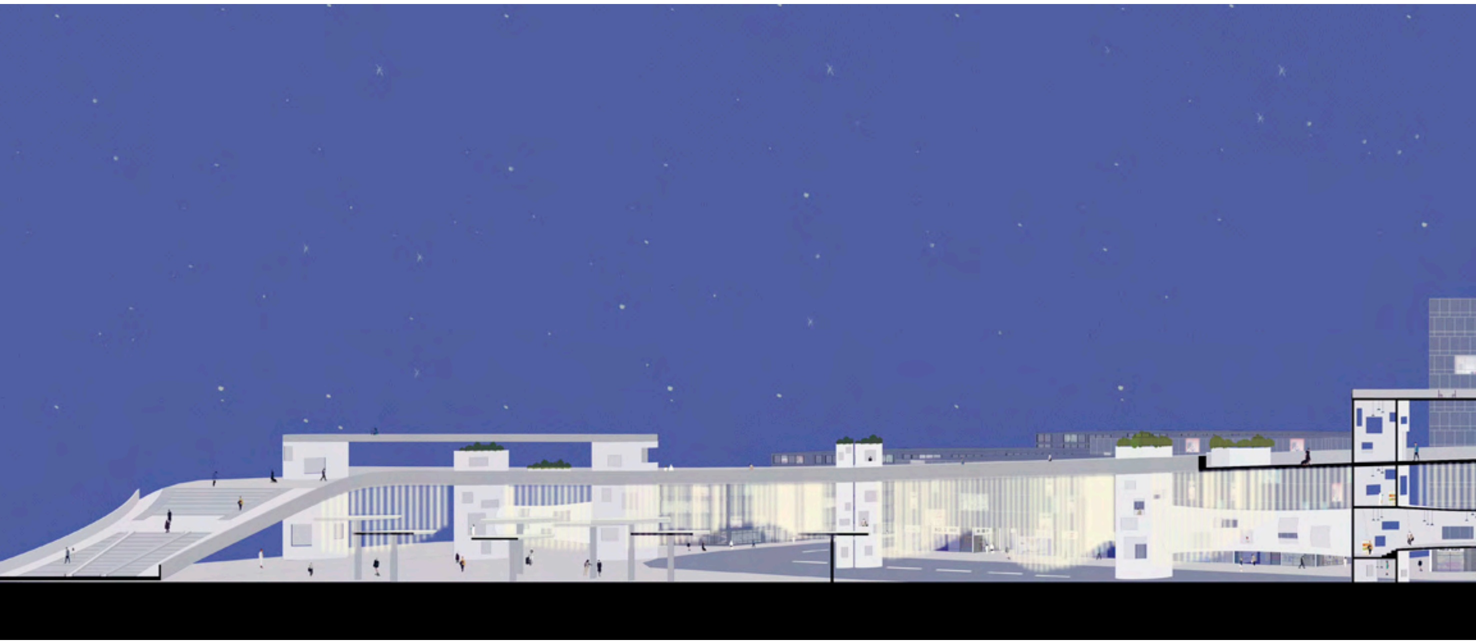
The "shop, keep, send" store prototype is intended to combine the physical store with e-commerce. Thereby easing the on-line shopping process for the consumer.

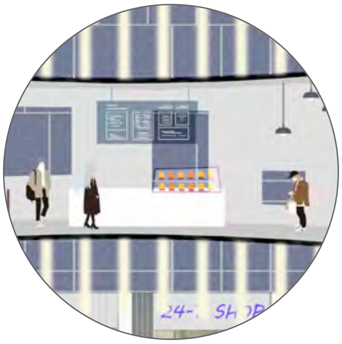



## *Section Perspective*

Three major ground floor activation strategies are demonstrated from this section perspective which cuts through Innes Avenue. First, spaces in various scales can accommodate a diverse range of activities and business; Second, the synergy among programs and the local community vitalize the businesses, the local culture and community; Third, the contrast of the market maze and industrial-scale incubator spaces generates interesting and rich pedestrian experience.

**Bridging Barriers**
Bridge Section Perspective





### Tube Shops

Tube shops are spaces for commerce, leisure, or education. The use can vary over time.



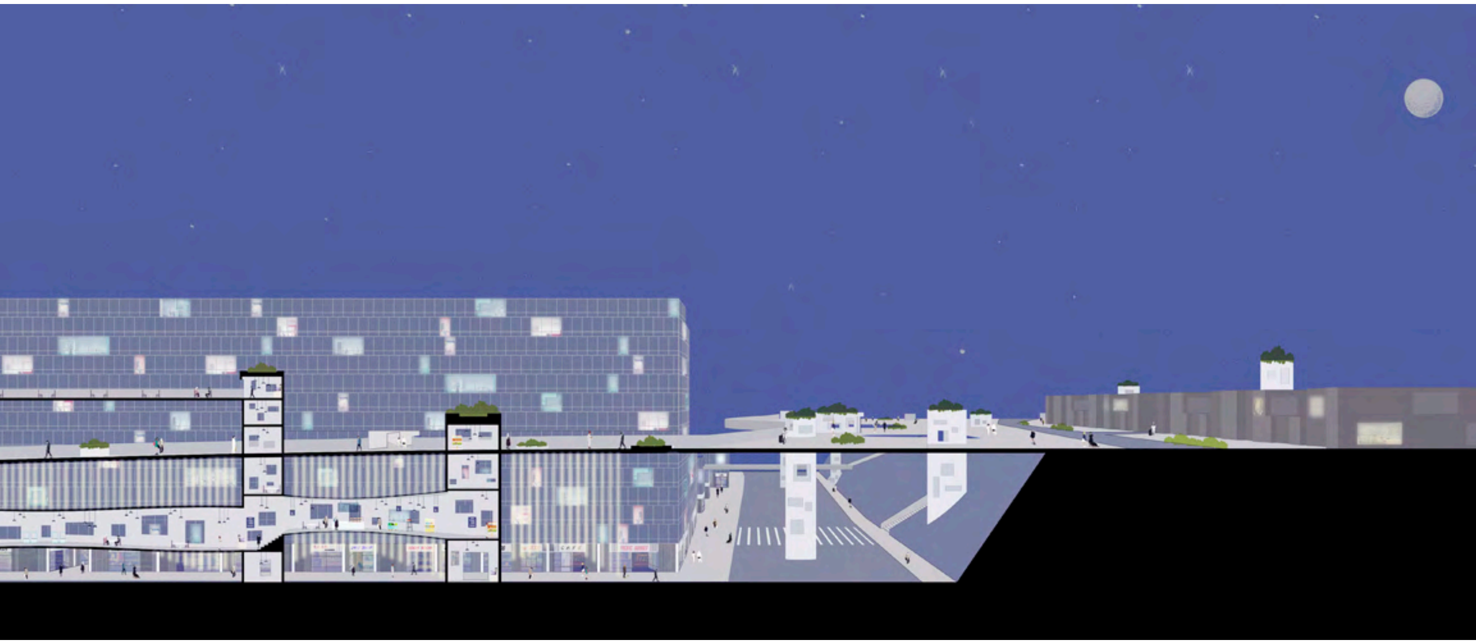
### Extended Ground Floor

Generously sized bridge surface acts as an extended ground floor for the uphill community.



### Vista Point

The higher level of the bridge serves as a vista point for bird watching and engaging with the outdoors.



## *Section Perspective*

This section perspective demonstrates the spatial quality of the eco-bridge, that is, it not only serves as a physical connection but also provides another layer of public space. The tube shops act as structural support, as well as vertical circulation paths. The porous screens underneath the bridge help to visually soften the muscular look of the bridge during the daytime. At night, the screens light up to host the street vendors for night markets.

*The current division and separation of the places where we work, play, recreate and shop will be unsupported by the future we will inhabit.*

# *Treasure Island*

## The Work From Home Neighborhood

**John Bela**
Director, Gehl San Francisco

The pandemic has upended so many aspects of our daily lives. Chris Roach and Christine Cho Yoo's Studio "The Post Retail City" was designed to address the myriad issues that inform the ways that we conceive of the design, programming, stewardship and funding of ground floor space in response to emerging trends shaping the future of these important spaces for our neighborhoods. Over the course of the studio and seemingly overnight, our world has changed and the issues that the studio was addressing were brought into even sharper focus. It was remarkable to me the resilience and fortitude of the professors and students to be able to shift their studio work mid-semester to adapt to a radically different set of circumstances that for a time we thought were temporary conditions but in fact may now become part of our new normal.

Lawrence Wright's piece in the July issue of the New Yorker *How Pandemics Wreak Havoc—and Open Minds* describes how the plague marked the end of the Middle Ages and the start of a great cultural renewal. The piece asks if the novel coronavirus, for all its destruction, offers a similar opportunity for radical change. The question is not if, but when, and how fast we will be able to adapt to these radical new set of circumstances.

A review of Google's publicly available Community Mobility Reports reveals that in San Francisco there has been a 60% drop in the use of public transit, a 65% drop in the utilization of retail and recreational facilities, and a 25% drop in trips to workplaces. Regarding public transit, we know that the choices we make today will have massive implications for our cities. If in response to very real public safety concerns about using public transit people choose to drive more, our already strained roadway infrastructure will collapse as a result. If instead people choose to walk and bike the results will be an entirely different way of relating to our neighborhoods.

The ability for people to be able to make the choice to walk or bike to meet their everyday needs is contingent upon what Paris Mayor Anne Hidalgo calls the"15-minute city". In her re-election campaign, Mayor Hidalgo says that every Paris resident should be able to meet their essential needs within a short walk or bike ride. The implication of the 15-minute city is that the current division and separation of the places that we work and play and recreate and shop will be unsupported by the future we will inhabit. Regarding work, the idea of concentrating thousands of workers into a single location on a regular basis may be a thing of the past. How do we accommodate the very real needs of Bay Area residents to meet their needs within a 15-minute walk or bike ride?

This is exactly what is put forth by Maria Antonieta Ramirez & Elida Zavala proposal "The Work From Home Neighborhood." In their vision of the radically-restructured ground floor environment, a truly mixed-used environment hosts spaces for play, commerce, work of many sorts, childcare, fabrication and production. What is radical about the proposal is not necessarily the mix of uses proposed but the idea of a governance model that posits a horizontal distribution and shared ownership of an expanded ground floor space that through a subsidy by a coalition of users: developers, building owners, residents, and employers creates the condition for the emergence of a truly mixed use urban ecosystem at the ground floor.

There are relevant lessons from not just the renewal following the Black Plague but from our more recent past responding to crises. As an example, Midtown Manhattan was once a monocultural agglomeration of commercial and office space serving regional commuters. Following 9-11 and a dramatic increase in commercial vacancy, Midtown Manhattan was transformed into a thriving and diverse mixed use neighborhood through a combination of relaxed zoning guidelines for building uses and financial incentives for new residents which resulted in the conversion of a significant portion of formerly class B office spaces into residential use. Imagine if

the 1-million SF of office space concentrated in Salesforce tower in San Francisco's CBD was distributed throughout Bay Area neighborhoods like Treasure Island, and if the spaces leased in neighborhoods by high tech workers subsidized space for childcare, local commerce, art and culture. What if the 25% percent of Salesforce Tower that is likely to remain vacant for the foreseeable future was converted into dwellings? These are the powerful questions that emerge from Maria & Elida's proposal and their novel provocation for the Work from Home Neighborhood.

# The Work-From-Home Neighborhood
Counter Proposal



# *The Work-From-Home Neighborhood*

**Maria Antonieta Ramirez & Elida Zavala**

---

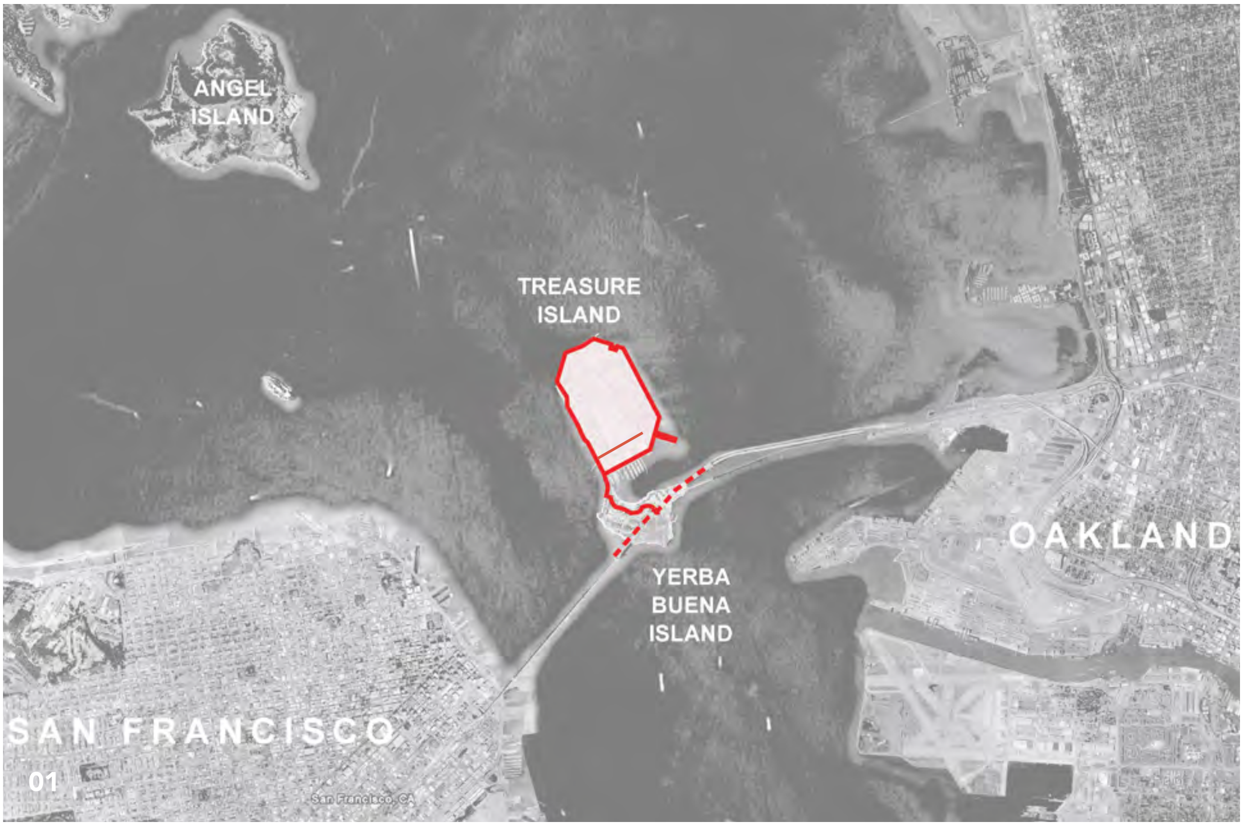
Treasure Island is an almost six hundred-acre artificial island that lies in the middle of the San Francisco Bay. The island's current development plan creates an active corridor only along the South East edge and assumes that most residents will leave the island to work.

This proposal seeks to activate more of the island for both residents and visitors by branching out its central core towards the sport, recreational and agricultural area. The proposal has two inflection points that act as nodes for people to gather. These nodes will hyper-intensify the masterplan, thereby increasing foot traffic and generate a hub of activity beyond the existing active zone.

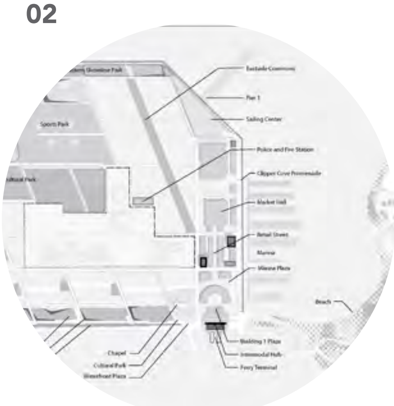
To achieve this, the project focuses on activating the ground floor with a mixed-use of retail, cultural, educational, industrial, work, and service-based spaces.

## The Work-From-Home Neighborhood

Site Analysis




02



**Site Map: Existing**

Site Map proposed by Treasure Island Development Association.



**Study Diagram: Existing**

Retail Corridor on the South East corner of the Island.



**Study Diagram: Proposed**

Retail Corridor is broken down and bent towards sports and recreational areas.

## *Treasure Island Development Association's Proposal*

**8,000** homes
**20,000** people expected by 2032
**500** hotel rooms
**300** spaces of park
**27%** affordable housing
**16** Bus stops

---

## *Site Analysis*

**1** Aerial View- Treasure Island

**2** Analysis of Developer's Map.

Focus Area

Green Spaces

Foot Traffic Encouraged

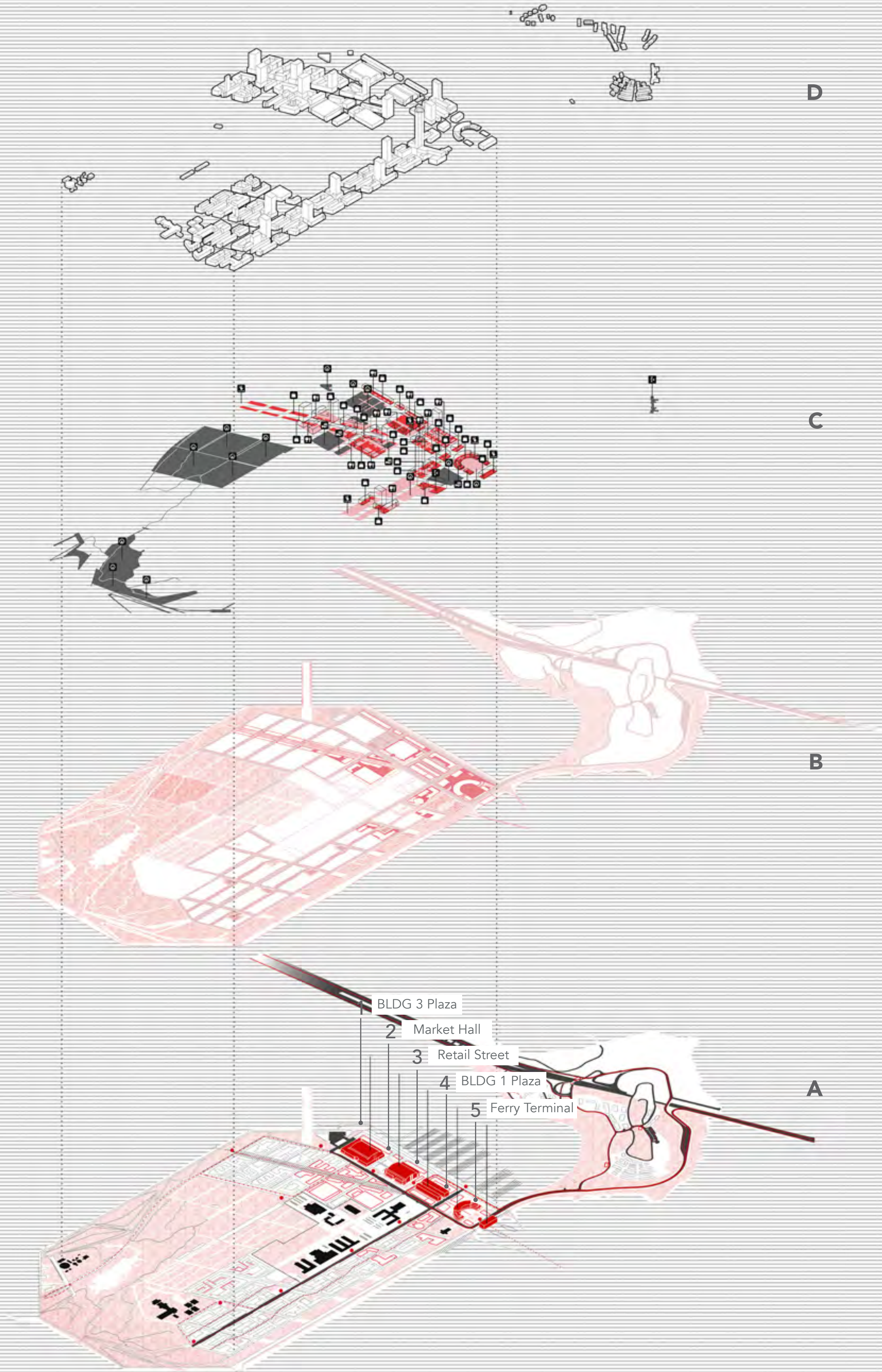
Streets

---

## *The Proposed Retail Corridor*

The current TIDA master plan shows a single active retail corridor on the island's south side. Treasure Island should be re-imagined as a mixed-use neighborhood. The existing proposal anticipates that most people living on Treasure Island will leave the island for work either in San Francisco or the East Bay. This proposal explores new forms of urban placemaking by creating a community that merges social and work infrastructure into one cohesive masterplan.

## The Work-From-Home Neighborhood
Proposed Masterplan
by TIDA





**1** View of San Francisco



**2** Shoreline Parks



**3** Wide Sidewalks



**4** Transit Hub



**5** Pedestrian Oriented Pathways



**6** Social Open Spaces

## *Legend*

**A** Phase One - Buildings to Remain

**B** Ground Condition - A Juxtaposition of Open Space and Building Footprint

**C** Parcels for proposed Masterplan by TIDA

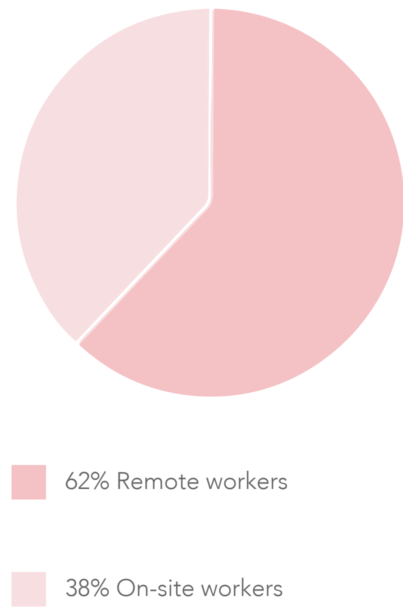
**D** Proposed Building Masses

Building Volume

Retail Corridor

## *Masterplan Axonometric as Proposed by TIDA*

The new development in Treasure Island strives to be a self-sustainable neighborhood producing 8,000 homes and accommodating 20,000 residents. With a single place of entry, the new Intermodal Transit Hub located at the entrance will serve as a core for daily life and activities, integrating transportation and expanding to the various arrays of diverse experience-based urban public spaces, and retail ground floor. The project proposes to structure the cost of a pre-paid Clipper Card into the island's housing cost, to incentivize residents to utilize the many forms of transit available.




*Survey Demographics by OWL Lab*

## *Who Works Remotely? (US Survey)*

The Survey for the State of Remote Work Report 2019 by OWL Labs surveyed 1,202 full-time workers in the United States between the ages of 22 and 65. Of the 1,202 individuals, 745 (62%) work remotely at any frequency, and 457 (38%) work on- site.

## *WFH Statistics*

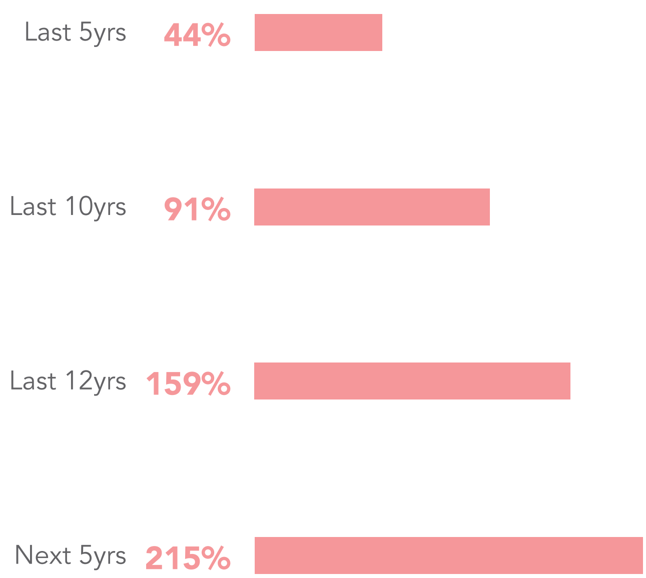
**Work From Home**
**43%** of employees work remotly with frequency (2018).

**Could Work From Home**
**56- 62%** of employees have a job that could be done remotely (2019).

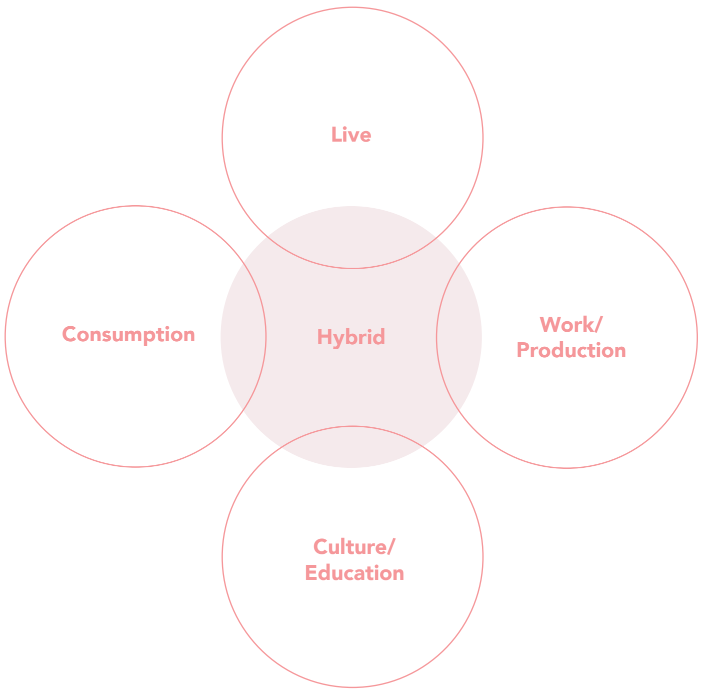
**Want To Work From Home**
**80%** of employees want to work from home at least some of the time (2019).

**COVID-19 Pandemic**
**88%** of companies have encouraged or required their workers to WFH (2019).

## *Growth in Remote Work*




*Statistic Gathered From: http://globalworkplaceanalytics.com/telecommuting-statistics: https://www.owllabs.com/state-of-remote-work/2019; https://www.flexjobs.com/blog/post/remote-work-statistics/*




## *Synergy Of Programs*

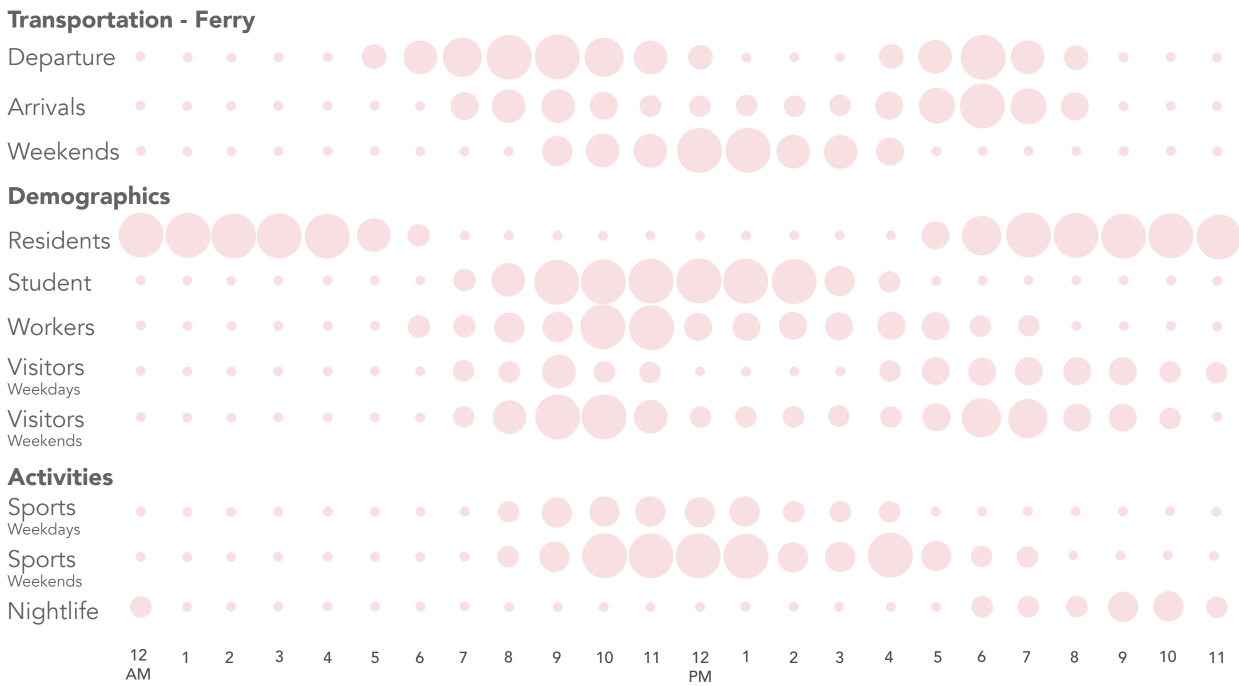
The full spectrum of uses will bring diversity and hybrid programs to the island. Space will be more versatile throughout the day and year. As a result, Treasure Island will evolve into a rich environment with a mixture of commercial and common space.

---

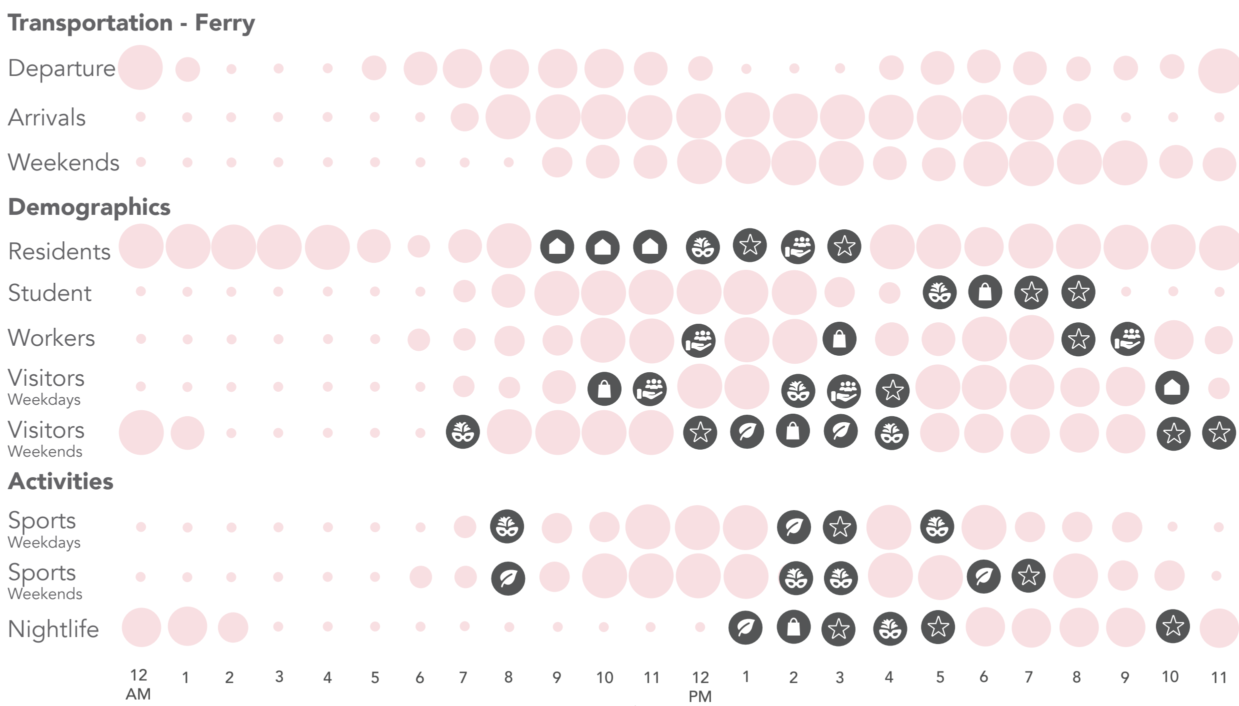
## *Work-From-Home Statistics*

For years, there has been a rapid increase in people working from home (WFH), especially in places like the Bay Area; this has accelerated dramatically due to the COVID-19 crisis. Neighborhood corridors can support WFH, or work near home, by hybridizing the workplaces with social infrastructure (daycare, healthcare, groceries, exercise).

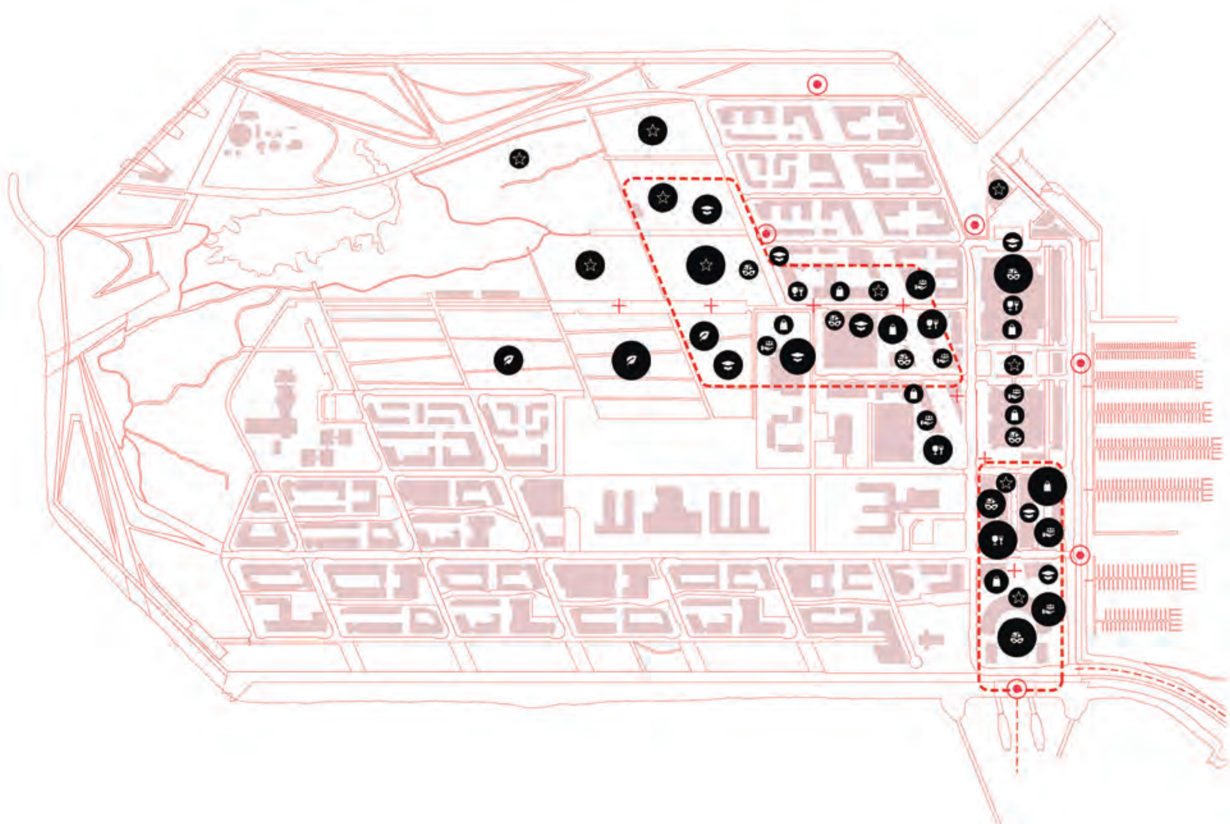
## The Work-From-Home Neighborhood
Ground Level




*Existing Density*




*Proposed Density*



## *Concept Development*

**1** Temporal Organization

**2** Categorical Organization

Ecological

Service

Educational

Cultural

Other

Entertainment

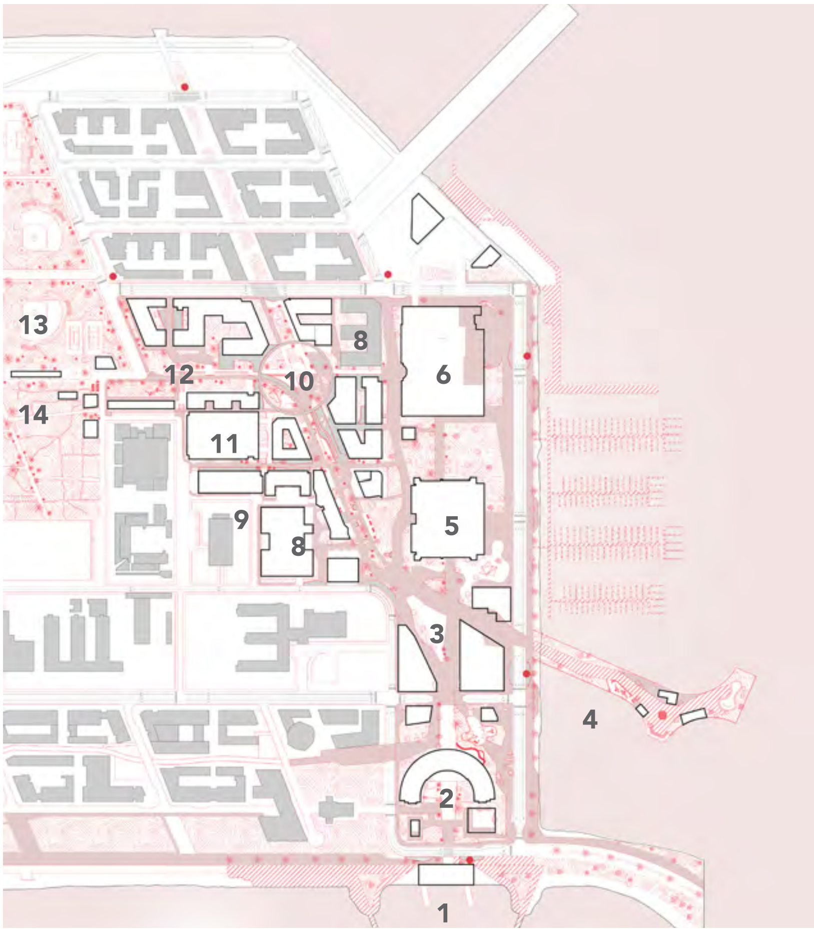
Commercial

## *A Self-Sufficient Ground Floor*

Understanding Treasure Island's existing conditions and the need for more people, it is clear that new programs are required to fill in the gaps of activity. The proposed master plan focuses on developing a self-sufficient neighborhood that provides for the residents' daily needs and extends the length of visitors' stays. It creates spaces for residents to work remotely, hybridized areas for both production and consumption, and hubs of social interaction that create a sense of place.

## The Work-From-Home Neighborhood
Proposed Masterplan






## *Legend*

**1** Transit Hub
**2** Office/Cultural Center
**3** Mix Use Node
**4** Pier
**5** Brewery/Wineries/Industrial Kitchen
**6** Flexible Recreation/Food Hub
**7** Production/Consumption
**8** Innovation/Incubation Hub
**9** Production/Manufacturing
**10** Central Park
**11** Learning/Training
**12** Neighborhood Center
**13** Sports and Recreation
**14** Nature Center (Agriculture, Urban Farm)

## *Ground Floor Proposals*

**A** Transit Hub

**B** Node / Pivot 1

**C** Spine of Public Realm

**D** Node / Pivot 2

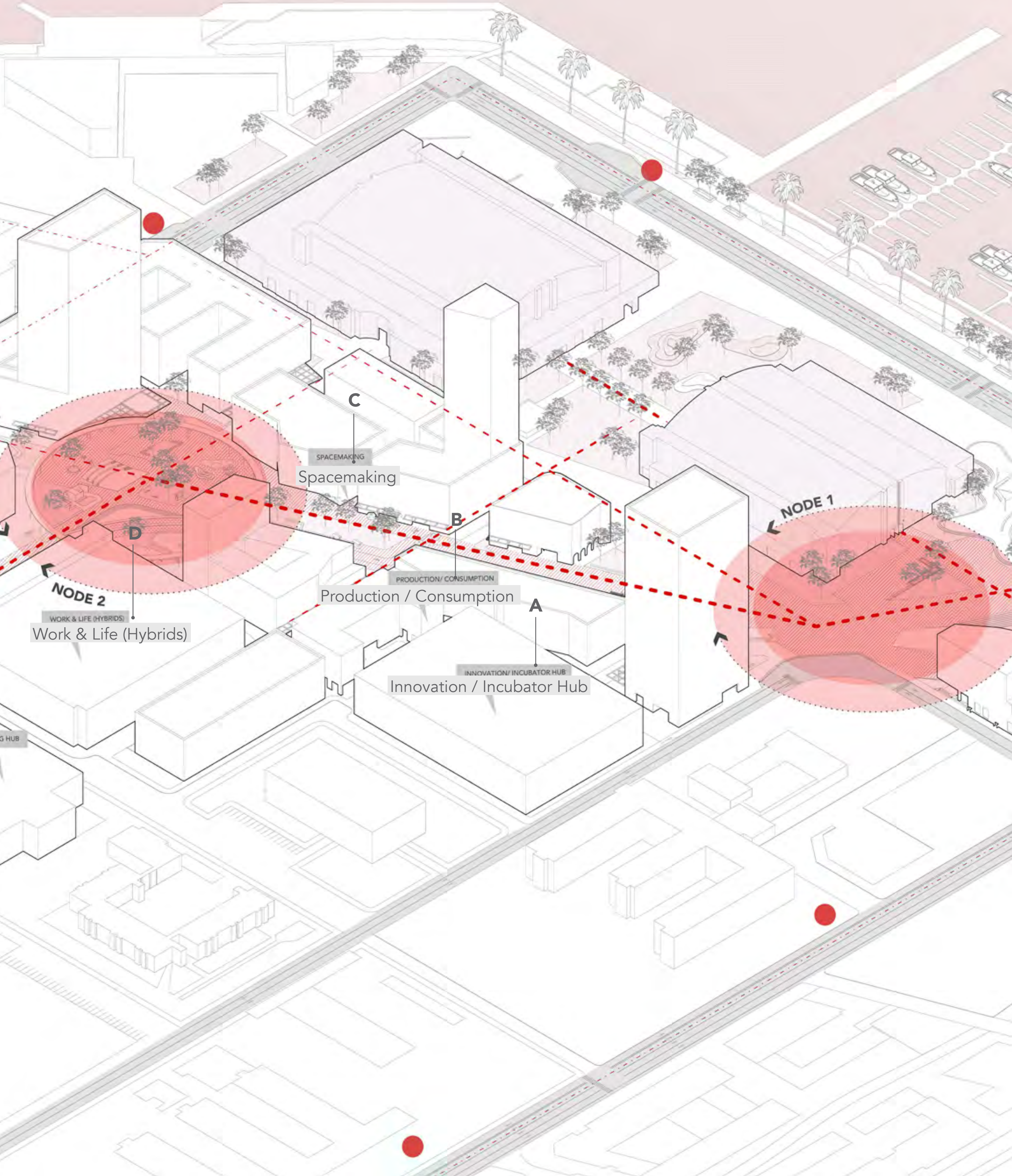
**E** Sports & Agricultural Area

## *Proposed Masterplan*

This approach aims to stitch the two nodes through a street designed exclusively for pedestrian and micro-mobility. Invite the outside in and vice versa, by creating a hive of activity that embraces an integration between work, life, and city and provides a ground floor where the workplace and community can converge.

## The Work-From-Home Neighborhood

Massing



## *Ground Floor Proposals*

**A** Innovation / Incubator Hub

**B** Production / Consumption

**C** Spacemaking

**D** Work & Life (Hybrids)

Bus Stops

Food Traffic

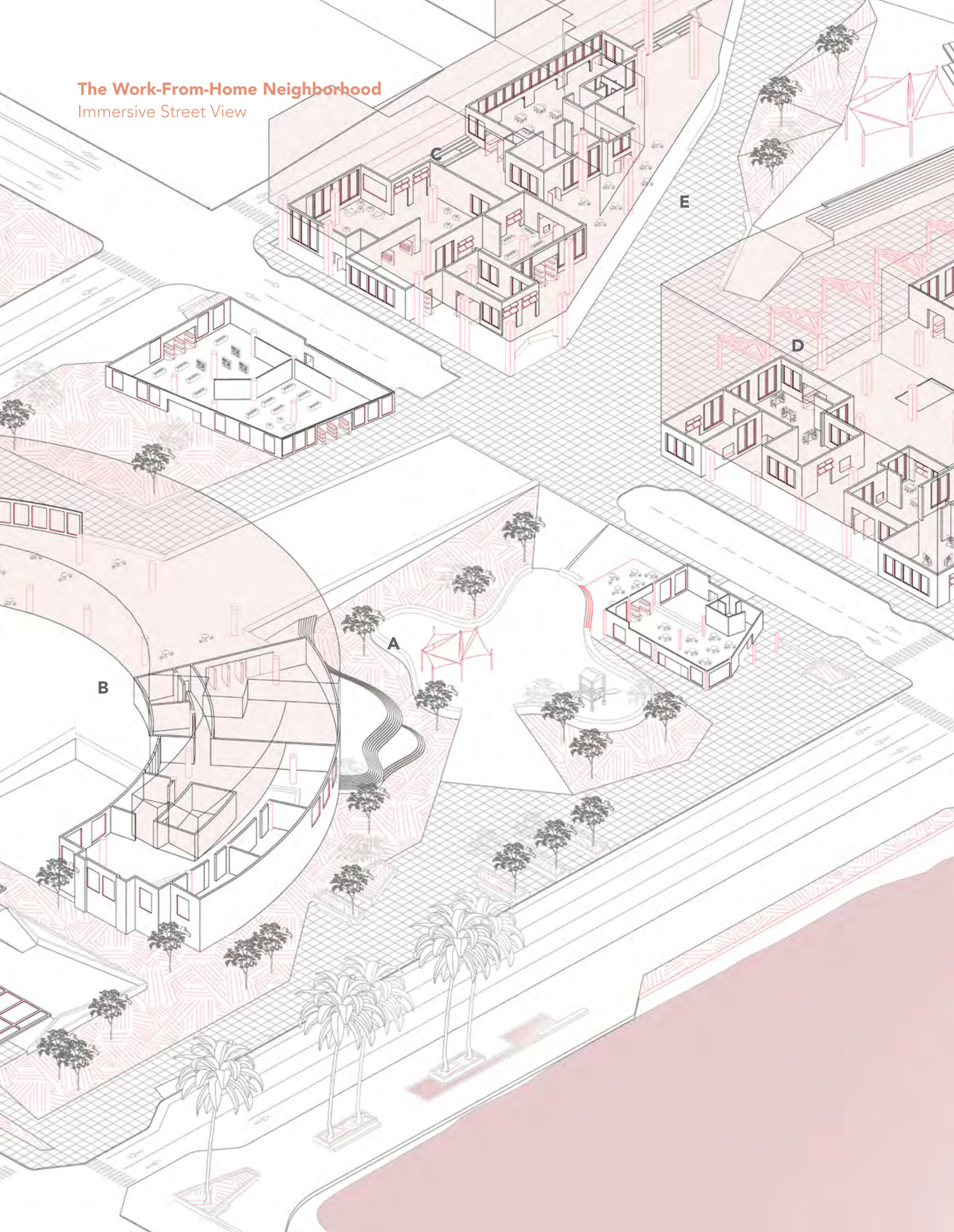
---

## *Proposed Masterplan Axonometric*

This axonometric massing study shows the design concept where different pivot points act as an inflection point for pedestrian foot traffic. Starting in the southeast at the transit hub, arrivals to Treasure Island will follow the main diagonal spine through the mixed-use node. Afterward, they pivot to the pier or to the spine where the light and heavy industrial spaces are located. This street connects to the second node, a park, which acts as a social and neighborhood center, and also connects to the sports, recreation, and agriculture areas at the heart of the island.

## The Work-From-Home Neighborhood

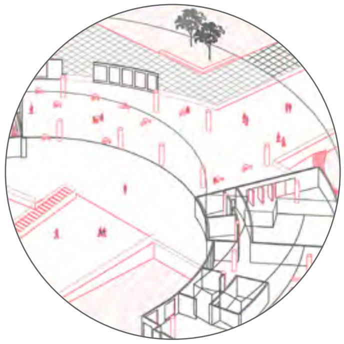
Immersive Street View





**A Multidisciplinary Spaces**

Flexible open spaces that encourage foot traffic and facilitate the adjacent programs by adapting to any usability of activity.



**B Re-imagining Existing Buildings**

Create a seamless flow through the existing buildings to incorporate the rich history of the Island and interweave the indoor and outdoor.



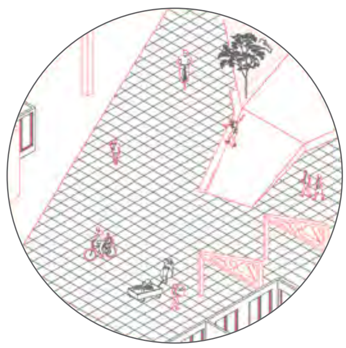
**C Intimate Spaces**

Gathering spaces that support adjacent programs by providing a moment of connection, and opportunity for unique encounters.



**D Porous / Open Spaces**

Internal fluid spaces that allow for the potential of activities to emerge and interconnect the various programs on the ground floor.



**E Wide Pedestrian Walkways**

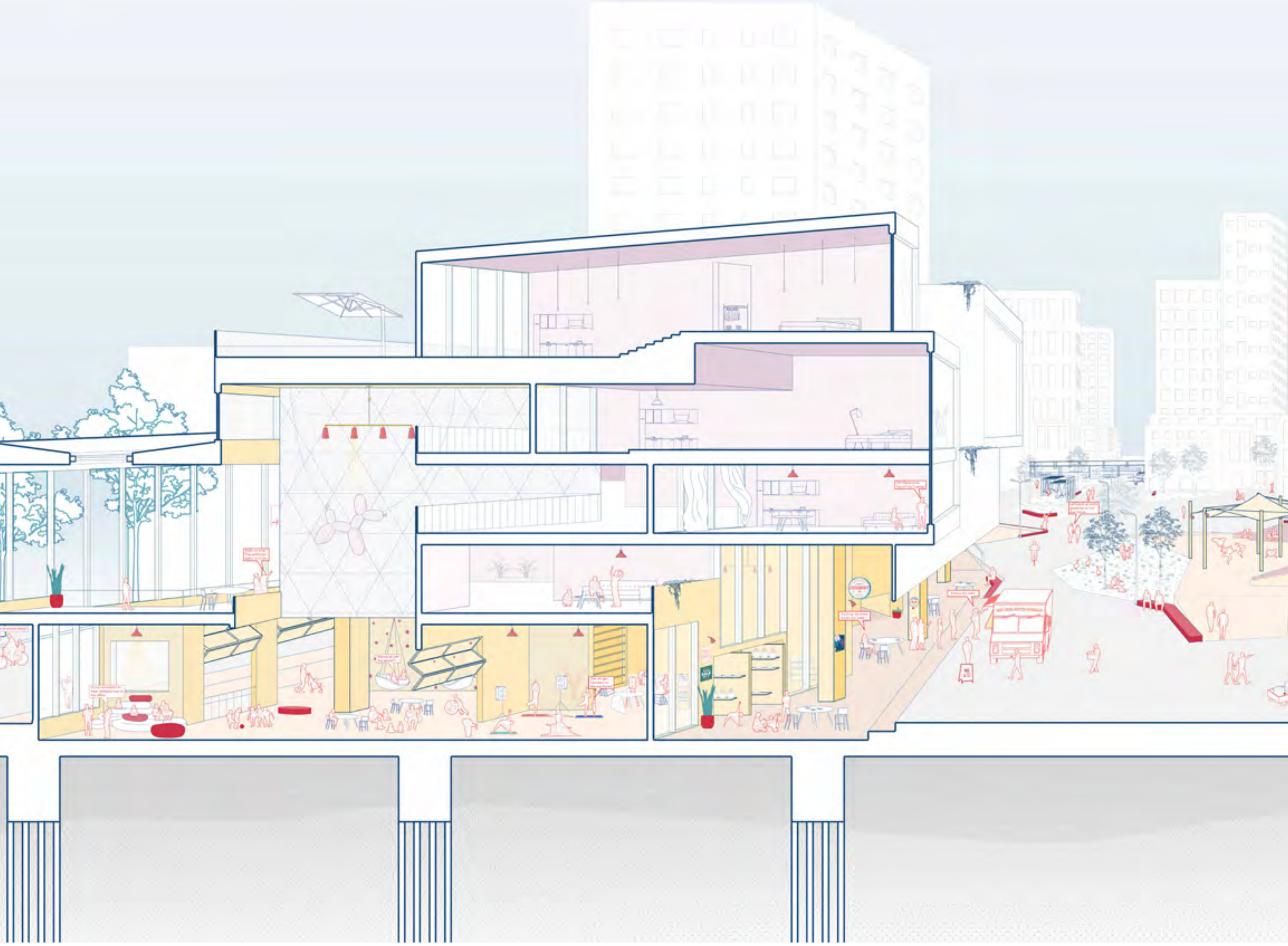
Encourage activities for pedestrians and micro-mobility to occur for residents and visitors to utilize throughout the island.

## *Immersive Street View*

Node 1 proposes a collaboration of flexible spaces that connect seamlessly the existing conditions of the island with re-imagined ground-floor spaces that captivate pedestrian foot traffic and serve as an extension to node 2.

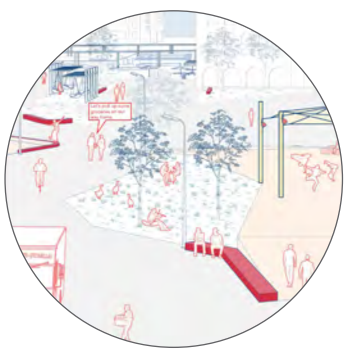
## **The Work-From-Home Neighborhood**

Section Perspective

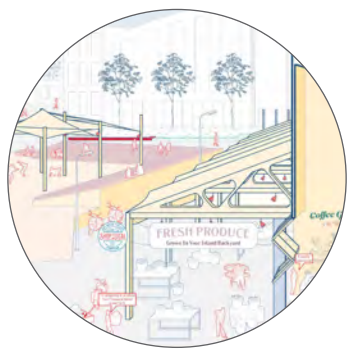




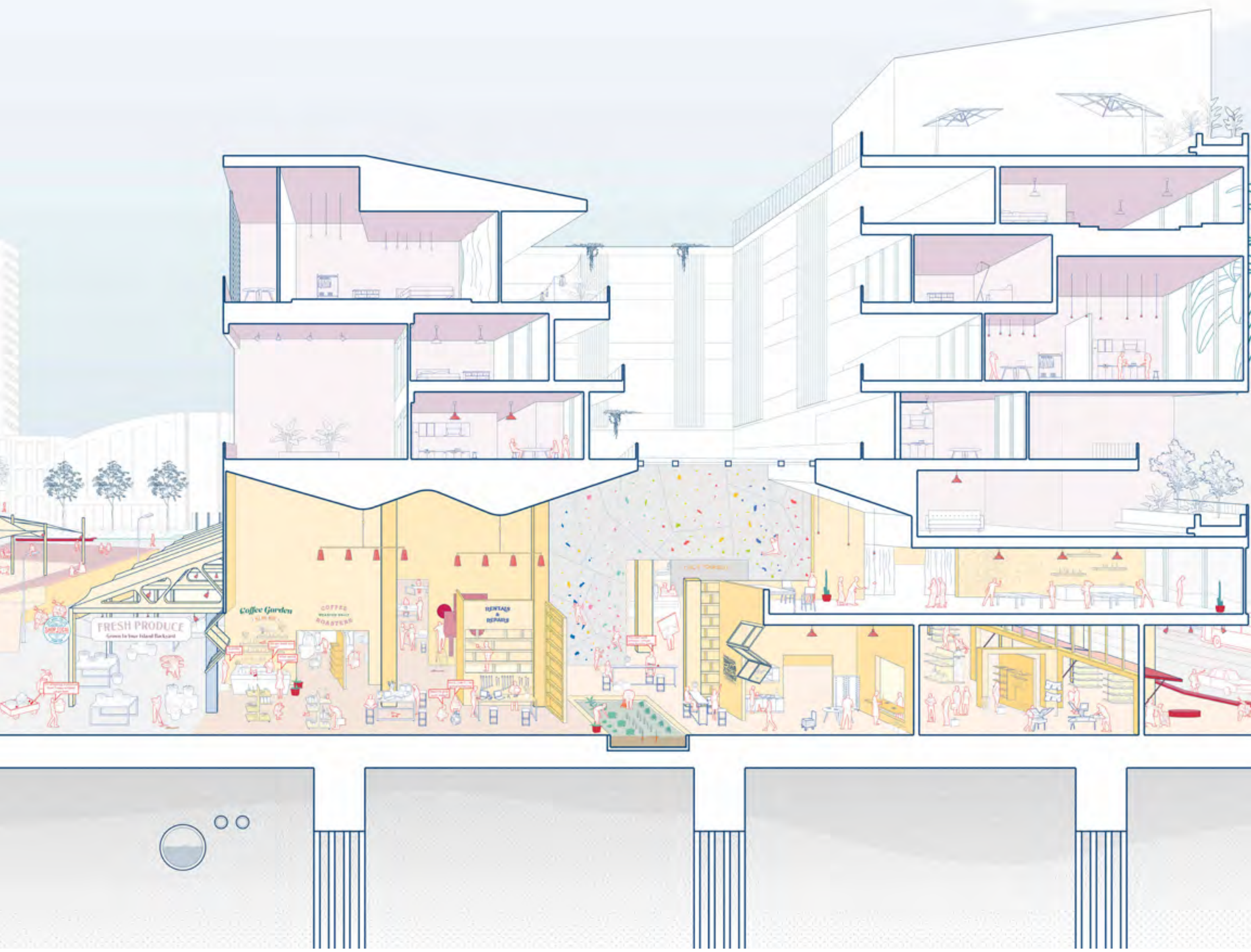
Versatile Facade



Dynamic Street




Proximity to Essential Stores




## *Section Perspective*

Even before COVID-19, telecommuting or "work from home" (WFH) has become increasingly common in the Bay Area and other regions based on the knowledge economy, even before COVID-19 made it mandatory for the majority of workers. The Work From Home Neighborhood re-imagines the neighborhood commercial corridor to support this new organization of labor and private life by hybridizing the workplace with social infrastructure (daycare, healthcare, groceries, exercise).

## The Work-From-Home Neighborhood

Section Perspective





Helping a Community Thrive



Wide Streets




Convert to Essential Businesses




## *Section Perspective*

To address the COVID-19 pandemic and future public health crises, retail has been re-imagined. Mixed and hybrid programs will be implemented, supported by flexible and adaptable structures that can transform instantaneously, thereby accommodating the movement of people & goods, while still allowing for social and physical distance.

*On the bright side, in a post-COVID-world, where commuters are no longer heading to the office on a daily basis, neighborhood commercial corridors could see a revival; the "20-minute" neighborhood becomes all the more relevant.*

# *Conclusion: What's Next?*

**Kristy Wang**
Community Planning Policy Director, SPUR

The future of neighborhood retail has been in question for some time. Recent growth in e-commerce has radically changed the landscape for brick-and-mortar small businesses. Even before that, the shopping mall threatened traditional main streets, high streets and downtowns across the country.

Over the last decade and a half, SPUR has completed some related work, primarily focused on urban design. What makes a great ground floor experience for people? How do we make mixed-use buildings with active ground floors the norm? That body of work includes Housing Above Retail, a 2004 report (updated in 2006) on how to make vertical mixed-use development viable; Getting to Great Places, a 2013 report on how to improve urban design in San José; Making a Great Ground Floor, the June 2014 issue of The Urbanist on design of the ground floor level; and Cracking the Code, a white paper on how San José might require better-designed ground floors in the downtown zoning code.

And for the last several years, SPUR has been considering a deep dive into the future of retail: What is the ground floor for? How can we foster active, lively neighborhoods that continue to serve as the center of our communities? What kinds of alternative uses should be able to occupy space previously used by now-online retail? Should we be using policy and regulatory tools to redevelop shopping malls into places that have a mix of housing and other uses? What

planning, zoning and design controls need to change to make sure we don't have vacant storefront after vacant storefront?

CCA's advanced studio, Apocalypse Now! Project for the Post-Retail City, expressly addressed many of these questions in its exploration this spring. We at SPUR were pleased to host a workshop in February with 30 practitioners in conversation with the CCA students. This workshop highlighted the importance of questioning current preconceptions of what constitutes "active ground floor use" and investigating alternative models for the "post-retail street" that could help us reimagine what the ground floor of our city could be. However, not long after the workshop, the COVID-19 shelter-in-place order was put in place, and everything changed.

The COVID-19 pandemic has not only highlighted the importance of these questions but also radically shifted the current baseline. The businesses that have been able to thrive in recent years pre-pandemic were the ones that could not easily move online – restaurants, bars, fitness, entertainment – activities that capitalize on human interaction. Because of that very characteristic, they now seem to be the most threatened by the measures we must unfortunately take to avoid transmission of COVID-19.

Prompted by these threats and with our existing involvement in CCA's effort top-of-mind, SPUR decided to dive deeper under the umbrella of Rising Together, our policy and advocacy response to the COVID-19 pandemic, its economic fallout and the systemic racial inequities it has highlighted. We formed a working group including owners and operators of small businesses, architects and designers, planners, city staff from around the Bay Area, retail brokers, public space experts, nonprofit organizations and representatives of community benefit districts and merchant associations. CCA's studio work, including the "five lenses" of ownership/capital, governance/programming, access/infrastructure, form/surface and media/technology, helped inform us as we explored what types of actions and creative alternatives should be explored by cities.

In early June, with the help of the working group and other interviewees, we released Keeping the Doors Open, a policy brief with 10 recommendations for cities as they take immediate steps to keep existing neighborhood businesses alive. These recommendations included cities taking a bigger role in distributing PPE (personal protective equipment), allowing restaurants and retail to more easily occupy streets and sidewalks, and incentivizing the completion of seismic renovations while storefronts are not occupied. Three other ideas we think should be considered: permit-less registration of COVID-19-required alterations, relaxed planning and zoning requirements for existing businesses that allow them

to pivot to other activities without a change-of-use permit, and the creation of "one-stop" neighborhood stations for permitting and resources.

But there is more work to do. This brief and cities' efforts to date have focused on how to help existing businesses survive. With the growing pandemic, many of our existing businesses are inevitably not going to make it, and we will have even more vacant storefronts to contend with. All the questions raised before and during the studio remain relevant. What kinds of creative combinations of uses can make small business more viable and maintain activity in our neighborhoods? How do we make it faster and less expensive for a new business to get started and open a brick-and-mortar storefront? Which planning and zoning regulations should be loosened, and which should be tightened?

And then beyond: are there different models of neighborhood governance that should be considered? What does the next-gen business improvement district or merchant association look like? Should we think about ground floor spaces as explicitly public space rather than as the edge of public space, and fill the ground floor with nonprofits and arts and culture organizations? How do we deal with fragmented ownership and management of ground floor spaces in existing neighborhoods? How do we deliberately refocus our retail square footage and energy on street-facing retail spaces rather than shopping malls and strip centers? Should the landlord/commercial tenant model change in the future? Our future work will certainly be inspired by some of the creative ideas around governance and ownership that we saw in the students' work, like Elmer Wang's "Mission Crystallization" proposal for an empowered business improvement district rooted in the Grand Bazaar precedent's guilds.

On the bright side, in a post-COVID or more likely a COVID-world, where commuters are no longer heading to the office on a daily basis, neighborhood commercial corridors could see a revival. The "15-minute" or "20-minute" neighborhood becomes all the more relevant in a world where we are not heading to the office, where we are getting on mass transit less. SPUR will continue to work on these issues and looks forward to continued partnership with CCA faculty and students.

# *Participants*

Stephen Engblom, *AECOM*
James Andrus, *Andrus Group*
Jen Tai, *Atelier Cho Thompson*
Ming Thompson, *Atelier Cho Thompson*
Seth Boor, *Boor Projects*
Lou Vasquez, *BUILD*
Laura Sagues-Barr, *CBRE*
Irene Cheng, Cheng Snyder, *CCA*
Neeraj Bhatia, The Open Workshop, *CCA*
Janette Kim, All of the Above, *CCA*
Hugh Hynes, PROTOinc, *CCA*
Nataly Gattegno, Future Forms, *CCA*
Julia Grinkrug, *CCA*
Keith Krumwiede, *CCA*
Sarah Meftah, *CCA*
Julie Taylor, *Colliers*
Quyen Luong, *EHDD*
Vas Kiniris, *Fillmore Merchant Association*
John Bela, *Gehl*
Christine Wu, *Google R&D*
Molly Turner, *Haas School of Business, Technopolis*
Antje Steinmuller, *Ideal X Design, CCA*
Chris Falliers, *Ideal X Design, CCA*
Paul Jamtgaard, *JamtgaarDesign*
Lori Coleman, *Madison Marquette*
Michael Berne, *MJB Consulting*
Andrew Beebe, *Obvious Ventures*
Jeff White, *OCII*
Lisa Pagan, *OEWD*
Amy Cohen, *OEWD*
Iowayna Pena, *OEWD*
Gerry Tierney, *Perkins + Will*
Fran Weld, *SF Giants*
Maia Small, *SF Planning*
Shelia Nickolopoulous, *SF Planning*
Carrie Denning Jackson, *Sidewalk Labs*
Michelle Ha Tucker, *Sidewalk Labs*
Kristy Wang, *SPUR*
Allison Arieff, *SPUR*
Benjamin Grant, *SPUR*
Noah Christman, *SPUR*
Glynis Nakahara, *TEF, Japantown Task Force*
Heather Tazalla, *Tishman Speyer*
Lisa Zahner, *Urban Group SF*
Stonly Baptiste, *Urban Us*
Kevin Griffith, *Wilson Meany*
Andrew Robinson, *The East Cut CBD*
Pierre Lagarde, *The East Cut CBD*
Simon Smith, *Salesforce*

Thank you to the Urban Works Agency Research Assistants for their invaluable time and contributions over the course of the entire year, providing preliminary research, support to the studio, and editing and design for this publication.

Donna Mena, *CCA, MAAD*
Duy Nguyen, *CCA, MArch*

# *Contributors Dedication*

We want to offer our sincere thanks to all who participated in the Apocalypse Now! Studio over the course of its formation and execution the last year plus. Through many conversations, studio critiques, guest lectures, workshops, and other events, you all have helped us shape the conversation regarding the future of the ground floor. Many participated in our discussion at both SPUR events, including *The Post-Retail City - Workshop* on February 20th and *Apocalypse Now! Examining the Post-Retail City* on June 3. Several representatives from design firms, academic institutions, and various San Francisco city departments offered their time by sitting on reviews, lecturing and passing along sage advice to help further the discussion amongst the students, academics and the local government. This course and the design research that was its outcome would not have been nearly as rich, meaningful, and relevant without your contributions.





**Christopher Roach**
studiovara.com
croach@cca.edu

**Christina Cho Yoo**
chothompson.com
cyoo@cca.edu





**Donna Mena**
alt-Intersect
CCA Urban Works Agency
donnamena@cca.edu

**Duy Nguyen**
CCA Urban Works Agency
duynguyen@cca.edu

# *The Apocalypse Now! Studio*

Apocalypse Now: Project for the Post-Retail City was an advanced urban studio conducted in the spring of 2020 at California College of the Arts, part of the urban design curriculum developed by CCA's Urban Works Agency. This vertical studio was composed of undergraduates in their fourth or fifth years, graduate students, and students from the Masters of Advanced Architectural Design (MAAD) program in Urban Works. Several of the undergraduates were part of CCA's recently launched B.Arch Concentration in Urban Works.



**James Ayling**
Tide of Knowledge
jayling@cca.edu



**Elliot Gorman**
Electrocity
egorman@cca.edu



**Maria Ramirez Perez**
Call Me Home:
Transforming a Neighborhood
ramirez@cca.edu



**Abigail Rockwell**
Collective Microhoods
abigailrockwell@cca.edu



**Sharan Shiboji**
Destination Bazaar
sharansaboji@cca.edu



**Elmer Wang**
Mission Crystallization
elmerw@cca.edu



**Xiao Xiao**
Bridging Barriers
xiaoxiao@cca.edu



**Wan Yan**
Bridging Barriers
wanyan@cca.edu



**Elida Zavala**
Call Me Home:
Transforming a Neighborhood
elidaz@cca.edu

# Bibliography


## Commercial Corridor

1. Chung, Chuihua Juday, Jeffrey Inaba, Rem Koolhaas and, Sze Tsung Leong. *Project on the City 2: Harvard Design School Guide to Shopping (HDSGS). Taschen, 2001.*
2. *State of the Retail Sector: Challenges and Opportunities for San Francisco's Neighborhood Commercial Districts - Final Report. San Francisco: Office of Economic and Workforce Development (OEWD).*
3. *State of the Retail Sector: Challenges and Opportunities for San Francisco's Neighborhood Commercial Districts - Executive Summary.* San Francisco: Office of Economic and Workforce Development (OEWD).
4. "Assessing Storefront Vacancy In NYC: 24 Neighborhood Case Studies." *DCP Issues Storefront Vacancy Report,* August 2019. nycplanning.com.

## Urbanism

1. Jacobs, Jane. *Life and Death of Great Cities*. New York, Random House, 1961.
2. Sennett, Richard. *The Fall of Public Man*. W.W. Norton & Co, 1992.
3. Le Corbusier, CIAM. *The Athens Charter*. 1941
4. Rowe, Colin and Koetter, Fred. *Collage City*. Cambridge and London, MIT Press, 1982.
5. Jacobs, Allan B. *Great Streets.* Cambridge, MIT Press, 1995.
6. Zimmerman, Astrid. *Constructing Landscape: Materials, Techniques, Structural Components.* Basel, Birkhauser Publishing, 2011.
7. Lynch, Kevin. *Image of the City.* Cambridge, MIT Press, 1960.
8. Aureli, Pier Vittorio. *The Possibility of an Absolute Architecture.* Cambridge, MIT Press, 2011.

## Landscape

1. Chow, Rene. *Changing Chinese Cities - The Potentials of Field Urbanism.* Singapore, NUS Press, 2015.
2. Corner, James, ed. *Recovering Landscape - Essays in Contemporary Landscape Architecture.* New York, Princeton Architectural Press, 1999.
3. Frampton, Kenneth. *Megaform As Urban Landscape / The 1999 Raoul Wallenberg Lecture.* University of Michigan, 1999.
4. Frampton, Kenneth. *Toward an Urban Landscape. Columbia Documents.* New York, Columbia University, 1995, pp. 83-93.
5. MVRDV. FAR MAX. *Excusions on Density.* Rotterdam, 010 Publishers, 2006.
6. Sarkis, Hashim. *CASE: Le Corbusier's Venice Hospital and the Mat Building Revival (Case Series).* New York, London, Munich, Prestel, 2001, pp. 118-126.
7. Waldheim, Charles. *The Landscape Urbanism Reader.* New York, Princeton Architectural Press, 2006.

## Ideal Cities

1. Hayden, Dolores. *Seven American Utopias: The Architecture of Communitarian Socialism,* 1790-1975. Cambridge, MIT Press, 1976.
2. Work AC. *49 Cities.* New York, Storefront for Art and Architecture, 2009.

## Real Estate

1. Oosterman, Arjen, Ole Bouman, Rem Koolhaas and, Mark Wigley. *The Art & Science of Real Estate*. Volume Magazine. Issue 42. Archis, AMO, C-Lab, CURE, 2014
2. Martin, Reinhold, Jacob Moore, Susanne Schindler. *The Art of Inequality: Architecture, Housing, and Real Estate*. New York, Temple Hoyne Buell Center for the Study of American Architecture, 2015.
3. Self, Jack and, Shumi Bose. *Real Estates: Life without Debt*. London, Bedford Press, 2014.

## Public Sphere

1. Sennett, Richard. *Spaces of Democracy: 1998 Raould Wallenberg Lecture*. University of Michigan Press, Michigan, 1998.
2. Moore, Charles. *You Have to Pay for Public Life: Selected Essays of Charles W. Moore,* edited Kevin Keim. MIT Press, Cambridge, 2001.
3. Glazer, Nathan and Mark Lilla. *The Public Face of Architecture: Civic Spaces and Public Spaces.* Free Press, New York, 1987.
4. Zukin, Sharon. "Whose Culture? Whose City?" *Cultures of Cities (1995)* and *The City Reader,* edited Richard T. LeGates and Frederic Stout, Routledge Press, New York, 2003.
5. Lathouri, Marina. "The Necessity of the Plan: Visions of Individuality and Collective Intimacies."*Intimate Metropolis.* ed. Vittoria Di Palma, Diana Periton, and Marina Lathouri. London and New York, Routledge, 2009, pp.153-168.

## Programming

1. McMorrough, John. "Notes on the Adaptive Re-use of Program." *Praxis: Writing + Building 8: Reprogramming*. New York, 2006.
2. Vidler, Anthony. "Toward a Theory of the Architectural Program." *October.* No 106. Fall 2003, pp. 59-74.
3. Sarkis, Hashim. "The Paradoxical Promise of Flexibility." *CASE: Le Corbusier's Venice Hospital and the Mat Building Revival,* edited Hashim Sarkis. New York, Prestel Verlag Publishin, 2001, pp. 80-89.

# *Bibliography*

## Representation

1. Aureli, Pier Vittorio. “Chapter 3: Instaturatio Urbis.” *The Possibility of an Absolute Architecture,* Cambridge, MIT Press, 2011.
2. Abrams, Janet and Peter Hall. *Else/Where: Mapping New Cartographies of Networks and Territories.* Minneapolis, University of Minnesota Design Institute, 2006.
3. Berger, Alan. *Reclaiming the American West*. New York, Princeton Architectural Press, 2002.
4. Aureli, Pier Vittorio and Emily Abruzzo. *Is Less Enough? 100,000 Units for San Francisco.* Yale University, 2015.
5. Brinton, Willard C. *Graphic Presentation*. 1939.
6. Corner, James, Alex Maclean. *Taking Measure Across the American Landscape . New Haven, Yale University Press*, 1996.
7. D’Hooghe, Alexander. *Volume No.9: Suburbia after the Crash*. New York, Columbia University GSAPP / Archis, 2007.
8. De Geyter, Xaveer. *After-sprawl. Rotterdam,* NAi Publishers and Antwerp, deSingel International Arts Center, 2002. pp. 32-155.
9. Harmon, Katharine. *The Map as Art*. New Yor, Princeton Architectural Press, 2009.
10. Harmon, Katharine. *You Are Here*. New York, Princeton Architectural Press, 2004.
11. Kaijima, M., Kuroda, J., Tsukamoto, Y. *Made in Tokyo*. Tokyo, Kajima Publishing, 2001.
12. Lewis David J., Marc Tsurumaki, Paul Lewis. *The Manual of Section*. New York, Princeton Architectural Press, 2016.
13. McHarg, Ian. *Design with Nature*. New York, Doubleday, 1971.
14. MVRDV. *Farmax.* Rotterdam, 010 publishers, 2006.
15. Oswald, Franz. *Netzstadt: Designing the Urban*. Basel, Birkhäuser, 2003.
16. Smithson, Alison. *Team 10 Primer*. Cambridge, MIT Press, 1968.
17. Tsukamoto, Yoshiharu and Momoyo Kaijima. *Graphic Anatomy Atelier Bow-Wow*. Tokyo, TOTO Publishing, 2009.
18. Tsukamoto, Yoshiharu and Momoyo Kaijima. *Graphic Anatomy 2 Atelier Bow-Wow*. Tokyo: TOTO Publishing, 2014.
19. Tufte Edward. *Envisioning Information*. Cheshire, Graphic Press, 1990.
20. Tufte Edward. *The Visual Display of Quantitative Information*. Cheshire, Graphic Press, 1983.
21. Van Berkel, Ben + Bos, Caroline. “Interactive Instruments in Operation: Diagrams.” *23 Diagram Work: Data Mechanics for a Topological Age*, 1998.
22. Wigley, Mark, and De Zegher, Catherine. *The Activist Drawing - Retracing Situationist Architectures From Constant’s New Babylon to Beyond*. New York, MIT Press, 2001.
23. Baldwin, Eric.”10 Drawings that Changed Architecture.”*Architizer*.

## Organization / Typology

1.Benjamin, Walter. *The Work of Art in the Age of Mechanical Reproduction.* 1935
2. Rowe, Colin. *Mathematics of the Ideal Villa*. Cambridge, MIT Press, 1982.
3. Smithson, Alison, ed. *Team 10 Primer.* Boston, MIT Press, 1968
4. Evans, Robin. *Figures, Doors and Passages.1978.*
5. Gans, Herbert. *Suburbanism as a Way of Life. 1973*
6. Moneo, Rafael. "On Typology." *Oppositions 14,* New York, 1978.
7. Moudon, Anne Vernez, "Some History." *Built for Change: Neighborhood Architecture in San Francisco*, Cambridge, MIT Press, 1986, pp. 25-49.

## Analysis

1. Burns, Carol. "On Site: Architectural Preoccupations." *Drawing, Building, Text: Essays in Architectural Theory*, ed. Andrea Kahn. New York, Princeton Architectural, 1991, pp.147-167.
2. Corner, James and Alex MacLean. *Taking Measures Across the American Landscape* New Haven, Yale University Press, 2000.
3. Gandelsonas, Mario."The Order of the American City: Analytic Drawings of Boston." *Assemblage 3*. Cambridge, MIT Press.
4. Lipsky, Florence. "San Francisco: The Grid Meets the Hills." *Parenthéses,*1999.

## Contemporary Articles

1. Flynn, Laurie J. "Closed for Business." *Alta*, October 15, 2018 altaonline.com.
2. Sisson, Patrick. "Can A Legacy E-Commerce Brand Help Revive Brick-and-Mortar Retail?"*Curbed,* January 8, 2019. curbed.com.
3. Burke, Katie. "Exclusive: Tenderloin Developer Wants To Lure Food and Beverage Tenants With A Perk: Some of S.F.'s Lowest Rents." *Biz Journal,* March 28, 2019. bizjournal.com
4. Burke, Katie. "Salesforce Transit Center Scales Back Leasing Projections As Retail Interest Slows." *San Francisco Business Times,* March 27, 2019. sanfranciscobusinesstimes.com
5. Hall, Miriam. "Even The 'Savior Of The Retail Industry' Is Facing New Threats". *BISNOW*, March 27, 2019. bisnow.com.
6. Thadani, Trisha. "Vacancy Glut in SF Could Spur Tax On Empty Storefronts." *SF Chronicle*, January 23, 2019. sfchronicle.com
7. CNBC. "The Rise And Fall Of Yelp." *Youtube,* March 28, 2019. youtube.com.
8. Phillips, Mike. "7 Schemes Showing Dead Retail Space Can Be Turned Into Something New." *BISNOW*, September 25, 2019. bisnow.com/something new.

# *Bibliography*

## The Retail Apocalypse


1."Retail Apocalypse." *Wikipedia*. wikipedia.com.
2. Thompson, Derek. "What in the World Is Causing the Retail Meltdown of 2017?" *The Atlantic*, April 10, 2017. theatlantic.com.
3. Townsend, Matt, Jenny Surane, Emma Orr and Christopher Cannon. "America's 'Retail Apocalypse' Is Really Just Beginning." *Bloomberg*, November 8, 2017. bloomberg.com.

4. Isidore, Chris. "Retail Bloodbath: Bankruptcy Filings Pile Up." *CNN Money*, June 13, 2017.cnn.com.
5.Peterson, Hayley. "There's One Major Thing Everyone Gets Wrong About Amazon and the US Retail Apocalypse." *Business Insider Australia*, July 23, 2017. businessinsider.com.
6. Daub, Adrian. "Abandoned Stores, Empty Homes: Why San Francisco's Economic Boom Looks Like A Crisis." *The Guardian*, January 9, 2020. theguardian.com.


## The Future of Retail


1. Banh, Diana. "Building the Future of Retail." *elsarch*. elsarch.com.
2. McLellan, Charles. "The Future of Retail: 2018 and Beyond."*ZDNet, July 3, 2018.* zdnet.com.
3. Segran, Elizabeth. "The Surprisingly Bright Future of Retail." Fast Company. January, 2 2019. fastcompany.com.
4. Segran, Elizabeth. "Why The Department Store of the Future is Launching in . . . Plano, Texas". Fast Company. November, 19 2018. fastcompany.com.
5. Stephens, Doug. *Reengineering Retail: The Future of Selling in a Post-Digital World and Retail Revival: Reimagining Business in the New Age of Consumerism*. Figure 1 Publishing, 2017.


## Podcast / Multi-Media


1. "Episode 7: Stoa." *The City of the Future*. Medium. September 27, 2019. medium.com.
2. Matsuda, Keiichi. "Hyper-Reality." Youtube. May 19, 2016. youtube.com/hyper-reality.
3. Harvey, David. *Rights to the City*. New Left Review, 2008.
4. WORKac. *49 Cities. New York*. Storefront for Art and Architecture, 2010.
5. Sidewalk Infastructure Partners. *The Future of Infastructure. SIP.* sidewalkinfra.com.
6. Cosgrove, Denis. *Mappings*. London, Reaktion Books, 1999.
7. Sidewalk Labs. *Toronto Tomorrow: Master Innovation and Development Plan (MIDP) Volume 2: The Urban Innovations. Sidewalk Labs. June 24, 2019.* sidewalklabs.com.

# *Image Credits - Case Studies*

## Orchard Road

Main Image: Spencer, Michael. “Orchard Road.” 2009. flickr.com.
1. Itmostt. “Food Carts.” 2013. flickr.com.
2. Baron, Karl. “The Ground Floor.” 2008. flickr.com.
3. Silva, Xiquinho. “Metro Entrance.” 2016. flickr.com.
4. Bowman, Glen. “Wide Sidewalks.” 2008. flickr.com.
5. Ng, Addy. “Orchard Road Architecture.” 2010. flickr.com.
6. John.”Installations.” 2018. flickr.com.

## Champs-Élysées

Main Image: capriceandmatt. “Champs-Élysées.” 2006. flickr.com.
1. Fil.Al. “Jardin des Tuilleries.” 2011. flickr.com.
2. Joan. “Active Street Life.” 2018. flickr.com.
3. Melki, Serge. “Corner Restaurant.” 2009. flickr.com.
4. Hepp, Achim. “Mall Entrance.” 2009. flickr.com.
5. Erasmus Of Paris. “Holiday Pop-Up.” 2012. flickr.com.
6. Campbell, Carl. “Architectural Icons.” 2016. flickr.com.

## Shinjuku Station

Main Image: Johnson, Dick Thomas. “Shinjuku Station.” 2015. flickr.com.
1. Nakashi. “Entrance” 2005. flickr.com.
2. Shackelford, David. “Active Exterior.” 2009. flickr.com.
3. Takada, Yoshikazu. “Exterior Form.” 2016. flickr.com.
4. RynseOut. “Signage.” 2015. flickr.com.
5. Johnson, Dick Thomas. “Train Entrance.” 2012. flickr.com.
6. Fujii, Naoya. “Wide Platform.” 2010. flickr.com.

## The Grand Bazaar

Main Image: T, Kyle. “The Grand Bazaar.” 2011. flickr.com.
1. Bellucci, Marco. “Arches.” 2014. flickr.com.
2. Ninara. “Architectural Features.” 2018. flickr.com.
3. Q, Simon. “Exterior Market.” 2013. flickr.com.
4. Ninara. “Interior Market.” 2018. flickr.com.
5. Q, Simon. “Market Goods.” 2013. flickr.com.
6. Gabelmann, Michael. “Spices.” 2017. flickr.com.

### Changi Airport

Main Image: Láscar, Jorge. "Changi Airport." 2019. flickr.com.
1. Edwin.11. "Navigational Control." 2009. flickr.com.
2. Ang, Jonathan. "Jewel Vortex." 2019. flickr.com.
3. Ang, Jonathan. "Jewel Monorail and Foliage." 2019. flickr.com.
4. Cattan2011. "Foliage." 2020. flickr.com.
5. Wan, Reggie. "Terminal Interior." 2009. flickr.com.
6. Stanfill, Craig. "Arrival / Departure." 2011. flickr.com.

### Tianzifang

Main Image: Chen, Jesper. "Tianzifang." 2014. flickr.com.
1. Guilbot, Maxime. "Retail Corridor." 2007. flickr.com.
2. Vito, Michael. "Entrance." 2012. flickr.com.
3. Wu, Vanessa. "Tianzifang Map." 2014. flickr.com.
4. Mele, Nicco. "Signage." 2012. flickr.com.
5. jellybeanz. "Local's Character." 2011. flickr.com.
6. hto2008. "Bicycle Parking." 2010. flickr.com

# *Image Credits - Projects*

### Mission Rock Donna Mena

Main Image: Courtesy of Mission Rock Partners. "Mission Rock." 2019. archdaily.com.
1. Mena, Donna. "The Bay." 2020. photograph.
2. Mena, Donna. "Under Construction." 2020. photograph.
3. Steelblue Renders. "The Yard: Pop-Up Event." 2014. openscope.com.
4. Mena, Donna. "Blue Greenway Path." 2020. photograph.
5. Mena, Donna. "Mission Bay Alleys." 2020. photograph.
6. Courtesy LMNOP Design. "Spark Social." 2016. lmnopdesigninc.com

### Mission Rock James Ayling

Main Image: Courtesy SCAPE and Mission Rock Partners. "Mission Rock." 2019. scapestudio.com.
1. Mena, Donna. "Walkway Near Pier 48." 2020. photograph.
2. Mena, Donna. "Exteior View of Pier 48." 2020. photograph.
3. Mena, Donna. "Atwater Tavern Seating." 2020. photograph.
4. Mena, Donna. "Sparks Social." 2020. photograph.
5. Openscope. "The Yard." 2014. openscope.com.
6. Courtesy SCAPE and Mission Rock Partners. "Proposed China Basin." 2019. scapestudio.com.

# *Image Credits - Projects*

**Outer Mission** Elmer Wang

Main Image: Saboji, Sharan. "Mission Street Existing Condition." 2020. photograph.
1. Saboji, Sharan. "Laundromat." 2020. photograph.
2. Saboji, Sharan. "Grocery Storefronts." 2020. photograph.
3. Saboji, Sharan. "Farmer's Market." 2020. photograph.
4. Saboji, Sharan. "Large Retail." 2020. photograph.
5. Saboji, Sharan. "Barren Sidewalk." 2020. photograph.
6. Saboji, Sharan. "Empty Storefront." 2020. photograph.

**Outer Mission** Sharan Shiboji

Main Image: Saboji, Sharan. "Mission Street." 2020. photograph.
1. Saboji, Sharan. "Landmark Buildings." 2020. photograph.
2. Saboji, Sharan. "Multi-family Housing." 2020. photograph.
3. Saboji, Sharan. "Mom-and-Pop Stores." 2020. photograph.
4. Saboji, Sharan. "Grassroot Initiatives." 2020. photograph.
5. Saboji, Sharan. "Street Graffiti." 2020. photograph.
6. Saboji, Sharan. "Mixed-use Buildings." 2020. photograph.

**Outer Mission** Elmer Wang

Main Image: Saboji, Sharan. "Mission Street Existing Condition." 2020. photograph.
1. Saboji, Sharan. "Laundromat." 2020. photograph.
2. Saboji, Sharan. "Small Storefronts." 2020. photograph.
3. Saboji, Sharan. "Farmer's Market." 2020. photograph.
4. Saboji, Sharan. "Large Retail." 2020. photograph.
5. Saboji, Sharan. "Barren Sidewalk." 2020. photograph.
6. Saboji, Sharan. "Empty Storefront." 2020. photograph.

**Japantown** Abigail Rockwell

Main Image: Mena, Donna. "Japantown." 2020. photograph.
1. Rockwell, Abigail. "Existing Interior Mall." 2020. photograph.
2. Rockwell, Abigail. "Pedestrian Paths." 2020. photograph.
3. Rockwell, Abigail. "Peace Plaza." 2020. photograph.
4. Mena, Donna. "Existing Exterior Storefronts." 2020. photograph.
5. Rockwell, Abigail. "Geary Boulevard." 2020. photograph.
6. Mena, Donna. "Pedestrian Bridge." 2020. photograph.

**Japantown** Elliot Gorman

Main Image: Mena, Donna. "Japantown." 2020. photograph.
1. Mena, Donna. "Peace Plaza." 2020. photograph.
2. Mena, Donna. "Storefronts." 2020. photograph.
3. Mena, Donna. "Pedestrian Perception." 2020. photograph.

4. Mena, Donna. “Legacy Content.” 2020. photograph.
5. Mena, Donna. “Building Height.” 2020. photograph.
6. Mena, Donna. “Cultural Identity.” 2020. photograph

**India Basin** Xiao Xiao & Wan Yan

Main Image: SOM / Steelblue LLC. “India Basin.” som.com.
1. SOM / Steelblue LLC. “Open Market.” som.com.
2. SOM / Steelblue LLC. “Residential Buildings.” som.com.
3. SOM / Steelblue LLC. “Green Space.” som.com.
4. SOM / Steelblue LLC. “Social Steps.” som.com.
5. SOM / Steelblue LLC. “Multi-Family.” som.com.
6. SOM / Steelblue LLC. “Street Life.” som.com.

**Treasure Island** Maria Ramirez Perez & Elida Zavala

Main Image: CMG. “Treasure Island” cmgsite.com.
1. CMG. “View of San Francisco.” cmgsite.com.
2. CMG. “Shoreline Park.” cmgsite.com.
3. CMG. “Wide Sidewalks.” cmgsite.com.
4. CMG. “Transit Hub.” cmgsite.com.
5. CMG. “Pedestrian Oriented Pathways.” cmgsite.com.
6. CMG. “Social Open Spaces.” cmgsite.com.

## CCA Architecture Mission Statement

The Architecture Division at the California College of the Arts is an internationally recognized leader in architecture and interior design education. It prepares students for creative practice where material innovation and formal experimentation meet social engagement and cultural collaboration across four academic programs and four research and teaching labs. www.cca.edu/architecture

## CCA UWA Mission Statement

The Urban Works Agency is a research lab in the Architecture Division at the California Collegae of the Arts in San Francisco that leverages architectural design to affect social justice, ecological vitality, and economic resilience. UWA works with interdisciplinary partners to produce original research and design projects at architectural and urban scales. We also lead curriculum and a post-professional degree program at CCA, where we host symposia, design studios, and seminars that engage students as active agents in dialog with the entrepreneurial and counter-cultural legacies of the Bay Area. www.urbanworks.cca.edu



Christopher Roach
Christina Cho Yoo

James Ayling
Elliot Gorman
Donna Mena
Maria Ramirez Perez
Abby Rockwell
Sharan Shiboji
Elmer Wang
Xiao Xiao
Wan Yan
Elida Zavala

Duy Nguyen

California College of the Arts
1111 Eighth St. | San Francisco, CA | 94107